

# Annual Report



conexus  
arts  
centre

2010–2011  
CELEBRATING 40 YEARS

employee-rated  
**EMPLOYER**  
OF  
*choice*



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# L E T T E R O F T R A N S M I T T A L

## Letter of Transmittal



To The Honourable Gordon L. Barnhart,  
Lieutenant Governor of Saskatchewan

May it Please your Honour:

In accordance with Section 27(1) of the Saskatchewan Centre of the Arts Act, 2000 (Chapters S-10.1), I hereby submit the forty-first Annual Report on the activities of the Centre for the period from April 1, 2010 to March 31, 2011.

Respectfully submitted,

*Bill Hutchinson*

Bill Hutchinson  
Minister of Tourism, Parks  
Culture and Sport



## **LETTER FROM THE CHAIR**



The Conexus Arts Centre is pleased to submit the 2010-11 Annual Report. Over the 2010-11 year, the Centre has continued to prove itself as Southern Saskatchewan's premier facility for performing arts, and was very successful in contributing to the artistic, entertainment, educational and cultural diversity of communities in Southern Saskatchewan.

The Regina Symphony Orchestra, Bryan Adams, Oscana—Chief Payepot Anniversary, Johnny Reid, Great Big Sea, the Broadway smash hit—Mamma Mia, Moscow Ballet, Sarah McLachlan and thousands of graduating students from Regina and beyond were only a few of the many diverse acts who graced our stage this year. This is what makes the Conexus Arts Centre unique! When catering and convention events are held at the Centre it supports our performing arts theatre. This makes it possible for local dance schools, orchestras, youth bands, choirs, school groups as well as professional performers to light up the Centre.

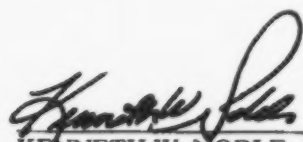
Our goal to develop a youth audience through instilling a love of the performing arts in a generation whose capacity for creativity will drive the future economy was paramount this year. Shows including the Regina Symphony Orchestra's Children's Series, Franklin the Turtle, Candance, O'Neill Choir, Robert Munsch, Soda Pop Tour, the many dance schools, Max and Ruby, Do It with Class Young People's Theatre, Caillou and many others not only allowed young people to attend targeted youth performances but in many instances to be a part of the performance. A wonderful opportunity was made available this year for local dance schools who had the opportunity to audition for the part of Munchkins in the Broadway version of Wizard of Oz.

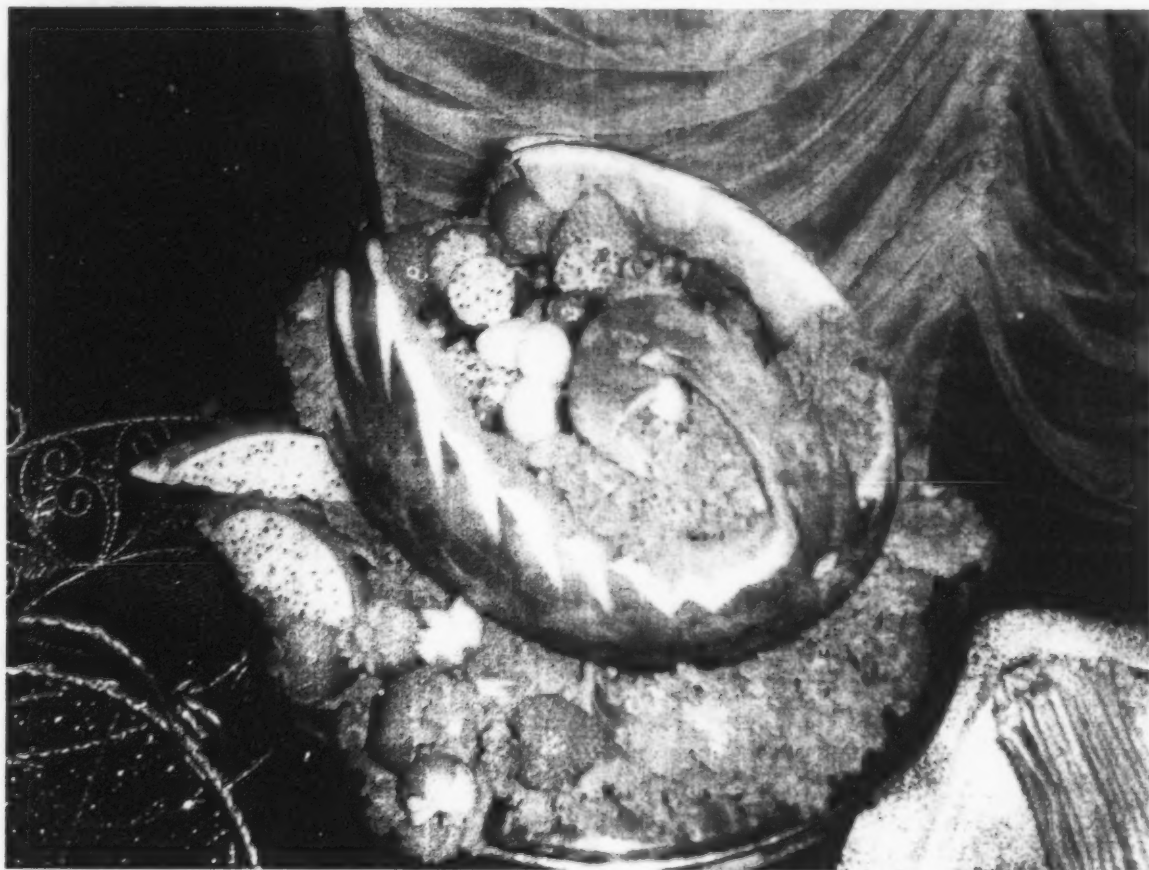
The wide variety of entertainment and convention/catering events saw over 275,000 patrons participate at the Conexus Arts Centre. It has been a remarkable year for the Centre and I am extremely proud of the accomplishments and economic impact the Centre generated in 2010-11.

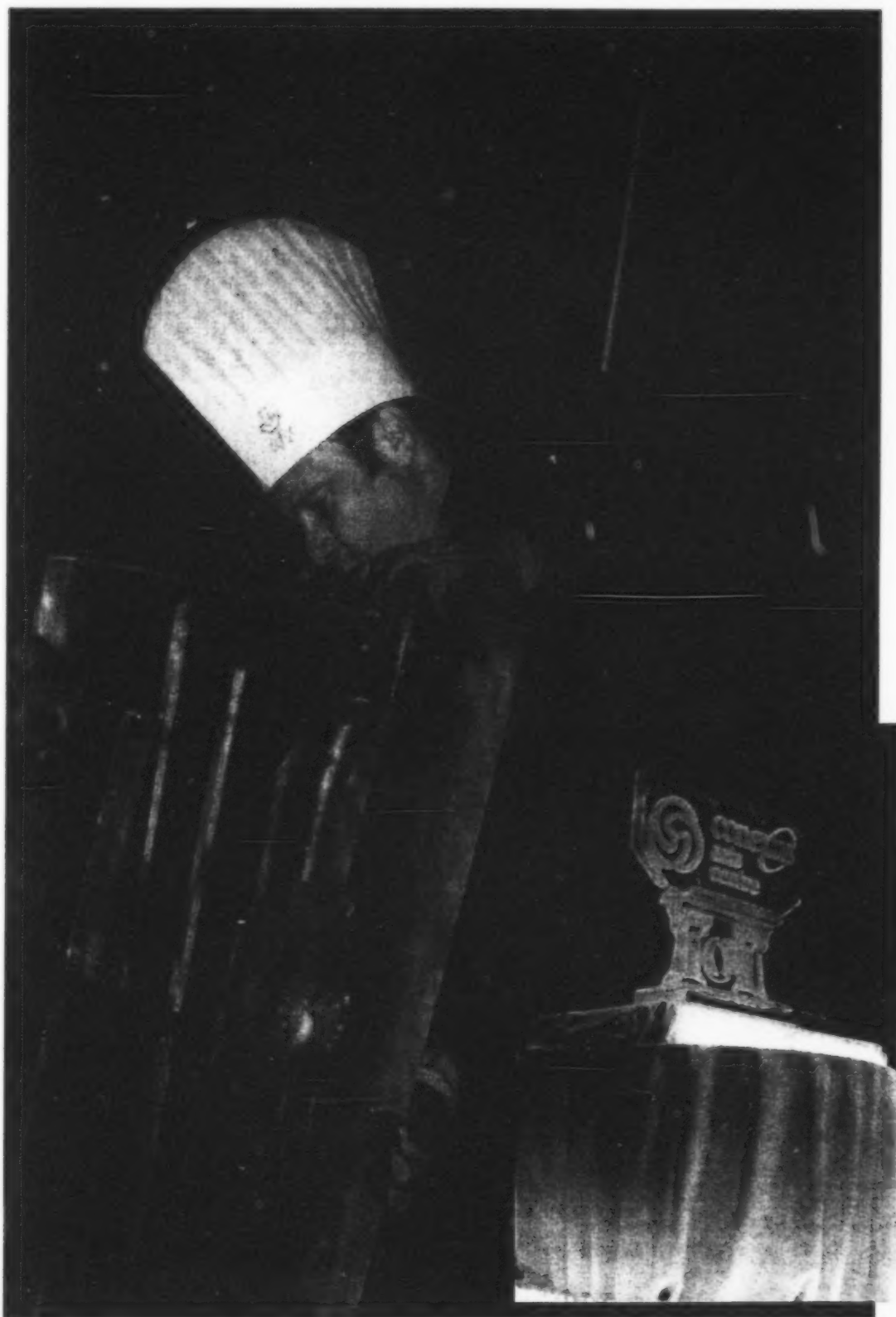
On behalf of the Conexus Arts Centre Board of Directors I would like to congratulate our Executive Director, Jim McCrum, the senior management team and the entire staff, your enthusiasm for the Centre is contagious. Your dedication speaks volumes.

In accordance with Section 27(1) of the Saskatchewan Centre of the Arts Act, 2000 (Chapter S-10.1), I hereby submit the Forty-First Annual report on the activities of the Centre for the period from April 1, 2010 to March 31st, 2011.

Sincerely,

  
KENNETH W. NOBLE, Q.C.





Chef Leo Panel creates an ice sculpture

# BOARD OF DIRECTORS

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THE HONOURABLE  
BILL HUTCHINSON  
—MINISTER IN CHARGE

KEN NOBLE—CHAIR  
TAMARA EMSLEY—VICE CHAIR

DOUG ALEXANDER—REGINA  
CLAIRE BELANGER-PARKER—REGINA  
GRAHAM HALL—MOOSE JAW  
JOCELYN HUTCHINSON—REGINA  
PATRICK MALONEY—WEYBURN  
JOYCE MARBACH—REGINA  
RACHEL MIELKE—REGINA  
DR. SHAUNEEN PETE—REGINA

Committees of the Board of Directors:

AUDIT COMMITTEE

Ken Noble—Ex-Officio  
Joyce Marbach  
Tamara Emsley  
Doug Alexander  
Pat Maloney  
Jim McCrum—Staff Support  
Pat Beanland—Staff Support

## PATRONS

Patrons  
Council  
Members

Conexus Credit Union  
Molson Canada  
Sasktel  
Pepsi Bottling Group (Canada) Co.  
Jacqueline Shumiatcher and the late Dr. Morris Shumiatcher  
Taylor Automotive Group  
CTV  
Rawlco Radio  
The LeaderPost  
Big Dog 92.7  
Audio Warehouse  
Success Office Systems  
Harvard Broadcasting  
Treasury Wine Estates  
A-1 Rent-Alls  
S.G.I.  
Saskatchewan Blue Cross  
Regina Coffee News  
Captive Audience Advertising  
Access Communications  
Prairie Dog Magazine  
Corby Distilleries Ltd.  
CJTR  
Storm Applied Technologies

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## MANAGEMENT

***"THIS INDUSTRY IS OUR  
PASSION!"***

**Jim McCrum**—Executive Director

**Pat Beanland**—Finance & Administration Manager

**Brent Elsner**—Sous Chef

**Leo Pantel**—Executive Chef

**Colette Perras**—Hospitality Services Manager

**Lynn Severt**—Client Services Manager

**Shari Tourscher**—Theatre Services Manager

# Mission and Goals

## MISSION

To enhance the quality of life for the people of Saskatchewan by providing exceptional facilities, programs and services for entertainment, educational and cultural activities in a cost effective manner.

## GOALS

To provide quality facilities, programs and services for entertainment, Educational, social, conferences and cultural activities.

To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.

To engage in entrepreneurial activities to promote the use of the Centre.

To develop a positive relationship with government, media, and the public.

To promote arts and educational activities for all ages, with special attention to the youth, to ensure continual audience development now and in the future.

To provide opportunity for staff development by building a high level of morale and productivity.

To operate in a fiscally responsible manner.

*The Conexus Arts Centre*



# EXECUTIVE DIRECTOR'S REPORT



It has once again been a privilege for me to serve as CEO/Executive Director of The Conexus Arts Centre. The success of the Conexus Arts Centre has always been dependant on our ability to adapt, change and provide innovative solutions to an ever changing market. This year was no exception. It is the goal of the Centre to offer a wide variety of performing arts experiences that reflect the diversity of people, interests and tastes of the community we serve.

World class performances that graced our stage in 2010-11 included Symphony, ballet, country music, comedy, children's performances, Broadway musicals, rock, folk and much more. Many local artists were also featured including children's dance performances, high school choirs, band festivals as well as a number of Saskatchewan's talented professional artists.

In 2010-11 we were pleased to host a wide variety of catering, convention and trade show events.

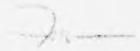
Our goal at the Centre is to provide exceptional programming and services that exceed our clients' expectations. Our specialized expertise in event planning and delivery continues to help our clients with the challenges they encounter. In 2010-11 we expanded our survey and feedback distribution. We continued to receive survey responses from our clients as well as from website surveys and most recently from Facebook, Twitter and eblast surveys. This year, we discovered a high percentage of those responding consider the value of the Centre's overall importance in the community to be excellent and our support of developing performing arts in our community as exceptional. Although this is positive feedback we continue to strive to provide an even greater level of service to the people of Saskatchewan.

I would like to thank the Board of Directors for their support throughout the year. I would also like to thank the government and the people of Saskatchewan for the encouragement given to the management and staff of the Centre for the past forty plus years.

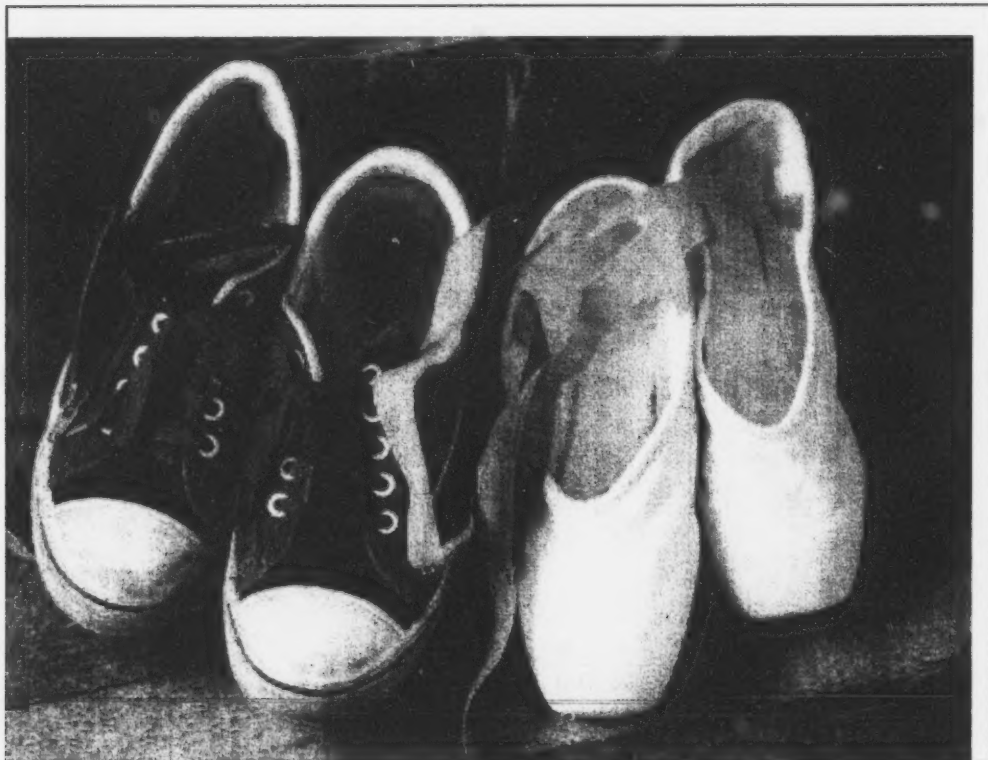
The staff of The Conexus Arts Centre share a passion for this industry. Our staff understand and are committed to the goals and the mission of the Centre. Management puts a great deal of emphasis on staff training, communication and creating a positive work environment.

We are excited about the new challenges and opportunities which we will be presented with in the next fiscal year. We look forward to once again meeting our goals and objectives while providing world-class entertainment and excellence in convention/catering services to the people of Southern Saskatchewan.

Respectfully submitted,



Jim McCrum,  
Executive Director



## WHO WE ARE

The Conexus Arts Centre is an Agent of the Crown responsible for providing facilities for entertainment, exhibition and the promotion and presentation of sporting, artistic, educational and cultural activities of a local, provincial, national or international nature. In addition the Centre is to provide catering and convention services. The Conexus Arts Centre achieves this through fair and cost-effective marketing..... delivered by employees experienced in many aspects of the hospitality industry.

As of March 31, 2011, the Conexus Arts Centre employed approximately 354 staff, with 27 being full-time. Approximately 226 employees are members of the Retail, Wholesale, Department Store Union (RWDSU) and 101 employees are members of the International Association of Theatrical and Stage Employees (IATSE) local 295.

The Conexus Arts Centre operates under The Saskatchewan Centre of the Arts Act, 2000, and works in partnership with a broad range of stakeholders and clients, including: RWDSU, IATSE, Tourism Regina, Saskatchewan Property Management, Tourism Saskatchewan and the Saskatchewan Liquor and Gaming Authority (Please see Appendix B for an overview of the Centre's stakeholders and partners).

The Conexus Arts Centre is divided into three primary departments:

- **Theatre:** The Theatre department is responsible for the booking, marketing and delivery of arts and entertainment performances hosted at the Conexus Arts Centre. This department is also responsible for the Box Office services of the Centre, and its outlets.
- **Convention/Catering:** The convention & catering department, Client Services is responsible for booking, marketing and delivery of conventions, meetings, banquets, tradeshow and special events hosted at the Centre. This department is also responsible for the public relations and community information. Client Services is also responsible for the maintenance and day-to-day operation of the building.
- **The Corporate Services and Human Relations Department:** This department provides financial, administrative, procurement, information systems and audit support services to the organization. This department also provides organizational development, communications and human resource services to the Centre.

## **OVERVIEW**

The Conexus Arts Centre provides facilities to a diverse group of clients ranging from local organizations and individuals to provincial, national and international clients.

The Arts Centre ensures that customer needs are met by offering wide and versatile convention and catering opportunities as well as providing flexible theatre services. The Catering and Convention department continues to place a greater emphasis on providing custom services and individualized menu options for clients.

The Catering/Convention department serviced 117,383 clients in 2010-11 at 601 events. Eighty-three of these events were new events to the Centre. These events are broken down into the following categories: Twelve were dances, fashion shows and award shows with attendance of 7,956, Two hundred and forty were meetings, seminars or conferences with attendance of 17,256. The Centre hosted One hundred and three banquets with attendance of 23,615 guests. Breakfasts and luncheons totaled Sixty-three with attendance of 9,281, thirty-eight receptions were held with attendance of 3,794, trade shows numbered at seventy-two with attendance of 40,267, teas numbered two with attendance of 1,990 guests. Weddings, anniversary parties and funerals numbered thirty-seven with 6,508 guests attending and there were thirty-four other events that included 6,716 guests.

The Theatre department featured one hundred and twenty-five performances in 2010-11 with attendance of 134,836 patrons. These events are broken down into the following categories: We hosted one country performance with attendance of 1,942, six folk/ethnic/children's shows with attendance of 6,667. The Regina Symphony Orchestra presented fifteen performances at the Centre with attendance of 21,878 guests. Jazz/band accounted for six performances with attendance of 13,135 guests. There were twenty-five rehearsals on stage, plays and auditions with attendance of 6,742, Rock shows accounted for seven performances with attendance of 8,285 guests, eighteen were dance/ballet performances with attendance of 14,159, Eleven were graduation or convocations with attendance of 21,132. Five performances were musicals with attendance of 6,865, two events were choir with attendance of 2,595, ten were recitals and comedy with attendance of 14,700 and five events were sporting events with attendance of 4,391, one event was a benefit with attendance of 1,800 and there were thirteen other events that included 10,545.

The Conexus Arts Centre is proud to have hosted such a wide and versatile array of events and performances in 2010/11.

## **ANNUAL REPORT**

The 2000-01 provincial budget address announced that the government would be implementing a new accountability framework over the next few years, "Giving Saskatchewan people solid reference points by which to judge the performance of their government". The continuing improvements in The Conexus Arts Centre's Annual Report are tied to the ongoing implementation of this broader initiative.

The Conexus Arts Centre's Annual Report serves three functions:

1. It contains information on the results for the goals, objectives and key actions which were published in the 2010-11 Performance Plan which was released in the 2009-10 Annual Report.
2. It reports accomplishments for 2010-11; and
3. It outlines The Conexus Arts Centre's strategic direction for 2011-12 and beyond.

The Conexus Arts Centre is committed to reporting progress on its plan, and to enhancing accountability to the public and to its stakeholders. The Conexus Arts Centre's performance plan for 2010-11 and beyond included a series of planned actions for 2011-12 and a set of performance measures to be used to gauge progress. The Conexus Arts Centre has provided information on its results and measures for 2010-11.

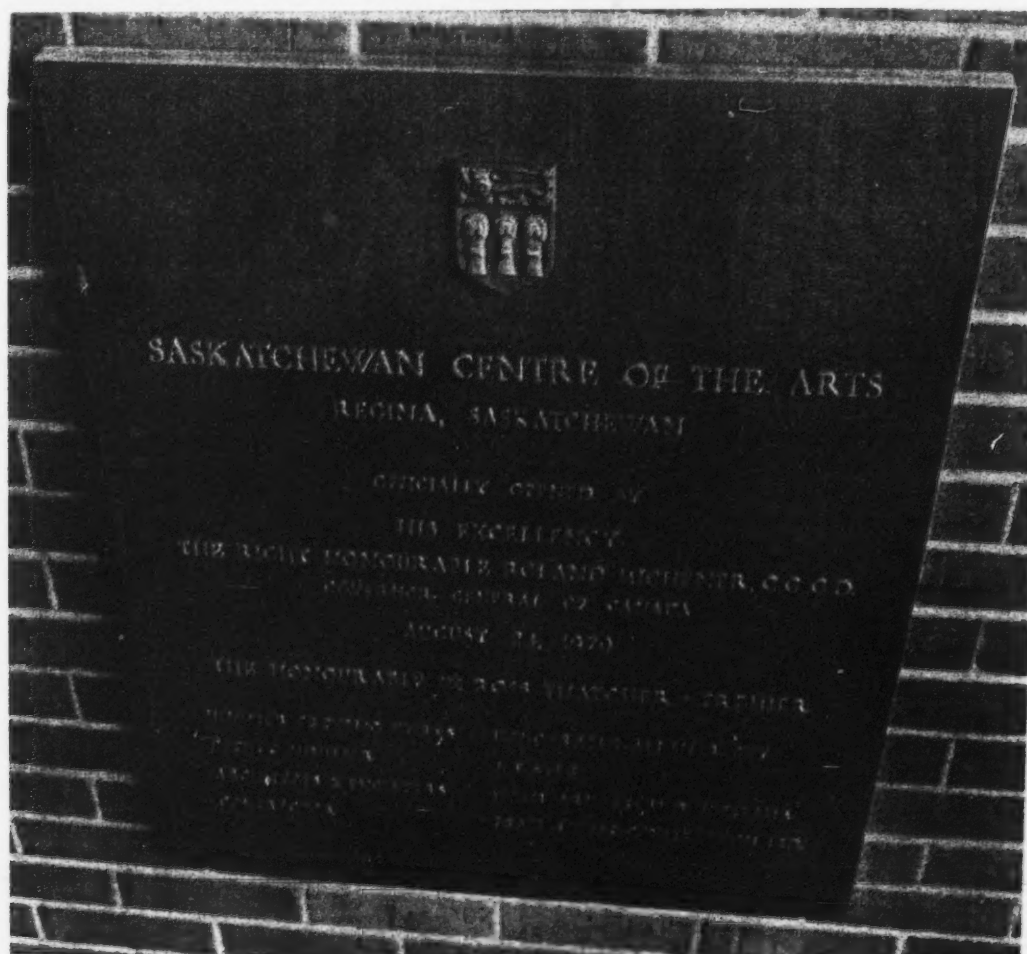
The Conexus Arts Centre's 2010-11 Corporate Balanced Statement identifies the key outcomes that the Conexus Arts Centre is working to achieve and how these outcomes will help the Conexus Arts Centre meet its vision. The Balanced Statement is the result of an intensive planning effort and is a multi-year plan. The plan will continue to evolve over time and will continue to be reported in the Conexus Arts Centre annual reports.



## 40 Years of Memories—1970—2010

The Conexus Arts Centre is 40 years old! The Centre actually had its legal beginning in 1962, however due to various events the Centre's construction and eventual completion didn't take place until August 1970. The federal government conceived the idea of a Centennial project in each capital city. In 1963, the Diamond Jubilee Centennial Committee, headed by Justice M.A. MacPherson, proposed a multipurpose concert hall as a suitable commemorative. Performing theatres were the preferred project of the decade. The province agreed, but determined that the federal contribution would be split equally between Regina and Saskatoon. This would ultimately compound the financial problems when the budgets were exceeded. To meet the construction schedule for a 1967 opening, the foundations and structural steel had to be designed and tendered in advance of the main building work. With an established budget of \$4.5 million, as suggested by the Sanford Evans report, it became apparent that the total cost would be closer to \$6.5 million. With the project over-budget, Thatcher did not hesitate to freeze the provincial and federal grants. After unsuccessful attempts to raise additional funds, 13 key city-appointed foundation members resigned. Construction stopped and the skeletal steel structure stood silhouetted against the sky for 12 months. University of Regina engineering students dubbed it "The World's Largest Monkey Bars." In May of 1967 the project once again moved forward.

The first performance at the Centre was held on August 19, 1970 with Bill Cosby performing. The Centre officially opened its doors on August 24th, 1970. The opening night featured the Regina Symphony Orchestra with guest soloist Jan Peerce. Dr. Howard Leyton-Brown conducted the Symphony.



# Celebrating 40 years of Memories

## Theatre Shows

### 1970—2010

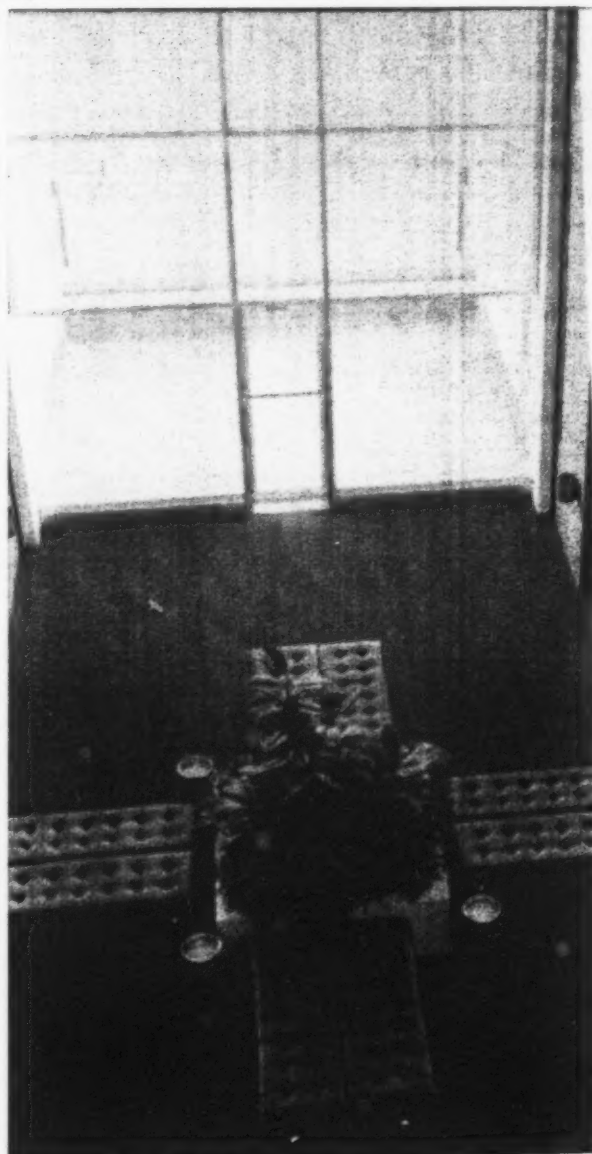
20th Century Memory, Aladdin, Alice Cooper, Andre Phillippe Gagnon, Andrew Dice Clay, Anne Murray, Annie, Arthur, As you Like it, BB King, Streetniks, Ain't Misbehavin, Canadian Brass, Les Ballets Jazz, Nutcracker, Prism, Procall Harum, 5 man Electrical Band, A Beethoven Celebration, A Chorus Line, A Christmas Carol, A Night of Dreams, A Night of Grand Ole Opry, A Romanza Christmas Concert, A Salute to Vienna, Aaron Rosand, Abba-Mania, Acrobats of Canton, Acrobats of Taiwan, Affairs of the Heart, African Ballet, African Cultural Festival, Against Me, Ain't Misbehavin, Air Farce, Air Supply, Airbourne, Aitken, Goodman Duo, Al Martino, Aladdin, Alice in Wonderland, All Beethoven, Allan



Jackson, Amahl and the Night Visitors, Amanda Marshall, Amy Grand and Gary Chapman, Andre Crouch, Andre Bernard, Andre Gagnon, Andre Laplante, Andre Philippe Gagnon, Andrew Vieru, Andres Yoho, Andrew Dice Clay, Angele Debieu, Ann Mortifee, Anna Chornodolska, Anna Moffo, Anna Wyman Dance, Anne Murrury, Anne of Green Gables, Annie, Annie Matinee, Anton Kuerti, Anything Goes, April Wine, Arthur, Arthur Fiedler, As you Like It, Ashley MacIsaac, Austral String Quartet, B. Brott, BB King, Howard Leyton Brown, B.J. Thomas, Bach Aria Group, Bachman/Cummings, Bachman-Turner Overdrive, Backyardigans, Balalika Orchestra, Baldwin Competition, Ballet BC, Ballet Espanol de Madrid, Ballet Folklorica Mexico, Ballet Jazz, Ballet Theatre Contemporary, Ballets Trockadero De Monte Carlo, Bananas in Pyjamas, Bandura, Bandurist Chorus, Barbershoppers, Bare Naked Ladies, Barley Bree, Barra MacNeils, Barrage, Barry Tuckwell, Bathroom Divas, Beatlemania, Beauty and the Beast, Bee Gees, Beethoven Night, Belafonte, Mortifee, Bellamy Brothers, Ben Heppner, Bending the Bows, Best Little Whorehouse, Betty Allen, Big Band Cavalcade, Big Bands to Broadway, Big Top, Bill Anderson, Bill Clinton, Bill Crosby, Bill Gaither Trio, Bill Moore, Bjorne Again, Black Crowes, Black Light Theatre of Prague, Blackwood Brothers, Blasting through Stereotypes, Blood Sweat and Tears, Blue Rodeo, Sadies, Bob McGrath, Bob Newhart, Bob Schneider, Bob Welch, Bobby Goldsboro, Bobby Vinton, Bohemian Dreams, Bonnie Delany, Boris Brott, Bowser and Blue, Brass Splendour, Breaking Down Stereotypes, Brent Butt, Brigadoon, Broadway Goes to Hollywood, Brott, Bruce Cockburn, Bryan Adams, Buck Owens, Buckminster Fuller, Burton Cummings, Butterfly, Cadets Salute RCAF, Caillou, Caledon—Three Scottish Tenors, Camelot, Canadian Armed Forces Training Command Band, Canadian Brass, Canadian Capers, Canadian Opera Company, Cantata, Cape Breton Summertime Revue, Care Bears, Carlos Montoya, Carlton Show Band, Carmen the Passion, Carmina Burana, Carnival Fantastique, Carnival of Mexico, Carol Burnett, Carrol Baker, Catherine Vickers, Catholic School Concert, Cats,

## 40 Years

Cattle Call Beef Fundraiser, Celebrate the Song, Celery Stalks at Midnight, Celine Dion, Celtic Invasion, Celtic Woman, Centennial Service, Central Band of the Canadian Armed Forces, Chaban Ukrainian Dance Ensemble, Channing, Chantal Kreviazuk, Chantel Juillet, Charles Aznour, Charles Hunting, Charles T Jones, Charley Pride, Charley's Aunt, Charlie Daniels Band, Cheech & Chong, Cheremosh, Chet Atkins, Chicago, Chieftains, Chicago the Musical, Chilliwack, Chinese Dragon Acrobats, Chinese Magic Revue, Chipmunks, Chippendales, Chitiri Arpo, Choral Federation, Chorus Line, Chris De Burgh, Christie Lane, Christmas Carol, Christmas Von Trapp Children, Chuck Girard Band, Cinderella, Cirque De La Symphonie, Cirque Sublime, Cladue Leveilla, Cleo Laine, Cliff Richard, Club 54, Cockburn, Cole Hypnotic Family, Colin James, Compagnine Marie Chouinard, Compagnie De Brune, Connie Kaldor, Connie Scott, Connolly, Contemporary Dancers, Paul Horn, Conway Twitty, Loretta Lynn, Coppelgia, Corb Lung, Fan Tuttle, Cottonpickers, Count Basie, Country Gospel, County Music Awards, Cowboy Junkies, Cowbridge Male Choir, Craig Kielburger, Crazy for You, Cris Cimmell, Crouching Tiger, Crowbar, Crowded House, Crucifixion, Crusade, Cutting Crew, Cyndi Grecco Show, Czech with Dvorak, Dallas Holm, Dane Vera Lynn, Dan Hill, Air Supply with the RSO, Dan Seals, Dance Capers, Dance City Recitals, Dance Plus, Dancecapers, Dancers of Mali, Dancing with Regina Stars, Danny Bhoj, Danny Grossman, Danny Hooper, Country Hall Tour, Danskapades, David Copperfield, David Hoy, David Meece, David Swan, David Swan, Dawn in Concert, Decidely Jazz, Defranco Family, Deftones, Degarmo and Key Band, Della Resse, Derek Edwards, Desert Rose Band, Deuce Coupe, Dianna Krall, Dick Dale Show, Dionne Warwick, Divine Performing Arts World Tour, Do it with Class—Showcase, Don Cos-sack Chorus, Don Ho, Don McLean, Don Messer, Don Quixote, Don Williams, Doodlebops, Double Exposure, Doucette, Dough and the Slugs, Doug Henning, Doug Kershaw, Dr. Hook, Dr. Jane Goodall, Dr. Spock, Dr. Stephen Covey, Dracula, Duke Ellington, DuMaurier Search of Stars, Dwight Yoakam, Dynamo Theatre, Earl Shruggs, Earl Thomas Conley, Ecstasy of Rita Joe, Eddie Izzard, Eddie Money, Elijah, Elizabeth Concert of Hope, Ella Fitzgerald, Elvis Costello, Elvis-Elvis-Elvis, England Dan and John Ford Codey, Engelbert Humperdinck, Eric Nagler, Ernest Angley Crusade, Eugene Istomin, Eva Avila, Evening of Music, Everly Brothers, Evita, Famous People Players, Farmers Daughter, Faron Young, Dolly Parton, Fe Fe Dobson with Kyle Riatko, FEIST, Ferrante & Teicher, Fialkowska, Fiddler on the Roof, Figaro, Fire and Ice, Fire on the Mountain, Famenco Falir, Flash Cadillac, Flights of Fantasy, Florence Bowes, Focus on Youth, Forever Plaid, Forever Tango, Franco Fievre, Francois Guye, Frank Fernandez and Jack Semple, Frank Mills, Frank Patterson, Frankie Valli, Franklin the Turtle, Fred Penner, Fred Waring, Freddy Fender, Frizzell-West, Frogsback, Front Page Challenge, Gagnon, Garnet Brooks, Garrick Ohlssen, Gary Graffman, Gary Karr, Gary Kosloski, Gemini Awards, Gene Pitney, George Carlin, George Crawford, George Fox with Amanda Stott, George Jones & Tammy Wynette, George Strait, George Thorogood, German Choir Festival, Gerry Dee, Gerry Shmyr-Ukrainian Dance, Gershwin Gala, Get Set for Life, Gino Vanelli, Giselle, Glass Menagerie, Glass Tiger,

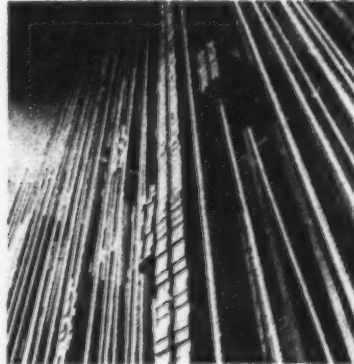
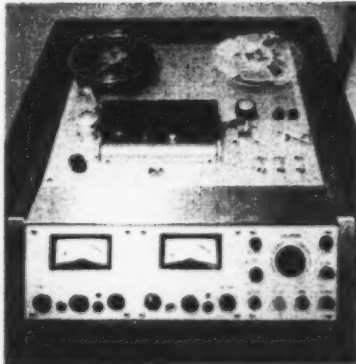
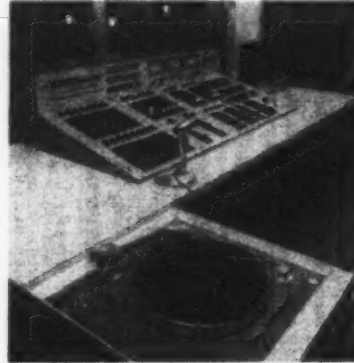




## 40 Years

Glen Yarbrough, Gloria Steinem, Godsmack, Godspell, Goo Goo Dolls, Goose Creek Symphony, Gordon Lightfoot, Graham Townsend, Grand Ole Opry, Grease, Great Big Sea, Grey Cut Players Awards, Guy Lombardo, GWE Legends Alive, GWE Magic Show, HP Riot, Hagood Hardy, Hair, Hairspray, Hamlet, Hank Snow, Kitty Wells, Slim Whitman, Waylon Jennings, Wilf Carter, Hank Williams, Harlequin, Harry Belafonte, Harry Chapin, Headpins, Helix and the Headpins, Hello Dolly, Herb Albert, High School Musical, Highway 101, History of the Beatles, Holiday Magic, Holly Cole, Honeymoon Suite, Horse Jankowski, Howie Mandel, Hoyt Axton, Humperdinck, Huran Carole Benefit Concert, Ian and Sylvia, Ian Tyson, Ike and Tina Turner, Illusions Magic Show, The Imperials, In Deo,

Indigenous Peoples, Kinda Magic, Ivan Superstar, James Campbell, James chetra, Jamie and Arden, Jan Rubes, Arden, Janos Jeff Healey, Jeff Hotz, Jerry Lee with Dolly Parton, Tull, Jilian Perform-Browm, Jimmy Tosh, Joan Arma-Joe Cocker, Joffery Strauss Orchestra, Carter, John Biner, John Conlee, John Hooker, John Pinette, Johnny Reid, Johnny Riv-Rodriquez, Jon Jose Feliciano, Jose Ballets Espanoles, Juan Matteucci, for Laughs, Juven-K.D. Lang, Karen

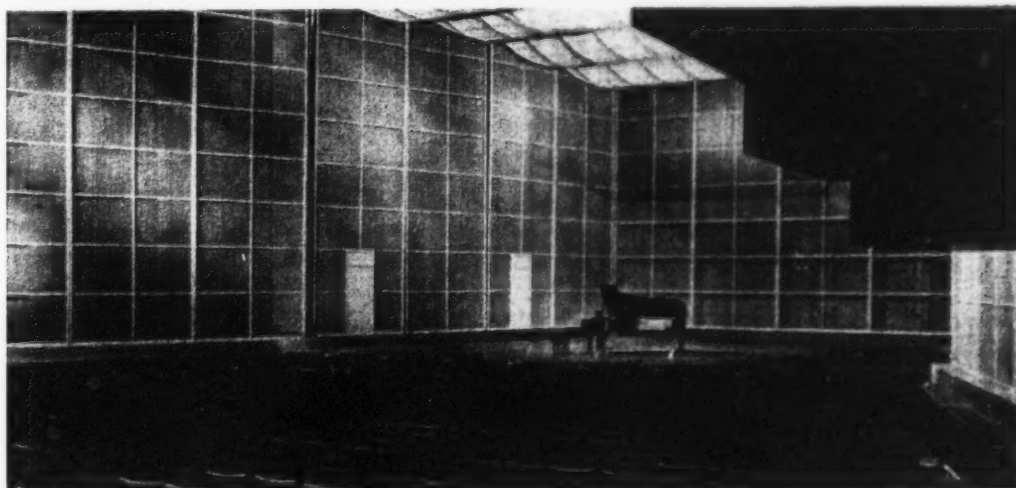


India Canada Show, Irish Rovers, It's Rebhoff, Jesus Christ Buswell, James Last and His Or-Ruth Laredo, Jan Janie Fricke, Jann Starker, Jay Leno, McBride, Jeremy Lewis, Jerry Reed Jesse Cook, Jethro ing Arts, Jim Ed Cliff with Peter trading, Joan Baez, Ballet, Johann John Berry, Deanna John Browning, Griffiths, John Lee McDermot, John Cash Show, Johnny ers, Johnny Vickers, Jorge Bolet, Greco, Jose Molina Joseph Silverstein, Juice Newton, Just tus Choir Festival, Kain, and Sean Lav-

ery, Karina Bushinger, Kashtin, Ken Goff Memorial Boxing, Kenny Rogers and the First Edition, Kick Axe, Kiev Ballet, Kim Bell and Buffy Sainte Marie, Kim Mitchell, Kime Carnes with Gary U.S. Bonds, Kinsmen Telemiracle, Kirov Ballet, Kitty Wells, Koffman Quint, Korean Children's Choir, Kreskin, Kris Kristofferson, La Diva, La La Human Steps—Salt, La Traviata, Last Laugh Gala, Lawrence Welk, Leahy, Leave'em Laughin, Lee Aaron, Legends of Rock and Roll, Leo Sayer, Leonard Cohen, Les Ballet Jazz, Les Ballets Jazz de Montreal, Les Ballet Trock-adero De Monte Carlo, Les Feux Follets, Les Grande Ballet, Les Miserables, Level 42, Lewis Black, Liberace, Life is a Beautiful Song, Lighthouse, Liona Boyd, Lions Band Concert, Little Angels of Korea, Little Bear, Little River Band, Live and Let Die, Living Legends, London Philharmonic, Long John Baldry, Lonsdale Boxing, Lord of the Dance, Lord of the Flatlands, Loretta Lynn, Lorne Elliott, Lorrie Morgan, Lou Rawls, Lou Soloff, Louis Quilico, Luba, Lucia De Lammermoor, Lynn Channing, Maureen Forrester, Maclean and Maclean, Madama But-terfly, Maestro Fresh Wes, Magadeth, Magic N Miracles Magic Show, Magic of Shangong, Magic School Bus, Magic—Miracles'n Illusions, Malcolm Lowe, Mamma Mia, Mangione, Manhattan Transfer, Manpower Australia, Margie Gillis, Margo Fonteyn, Marie Chouinard, Mark Chestnutt, Mark Knopfler, Markham and Broadway, Marta Hidy, Marty Robbins, Marty Stewart, Mary O'Hara, Matchbox 20, Maureen Forrester, Max & Ruby, Max Webster, McLain Family Band, Meatload, Mel Tillis, Mel Tillis with Don Williams, Melissa Etheridge, Men at Work, Menopause—the Musical, Merele Haggard, Merry Widow, Messiah, Michael Burgess, Michael Danco, Michael Kim, Michael W. Smith, Michelle Wright, Mickey Gilley—Johnny Lee, Mike McDonald, Minnesota Orchestra,

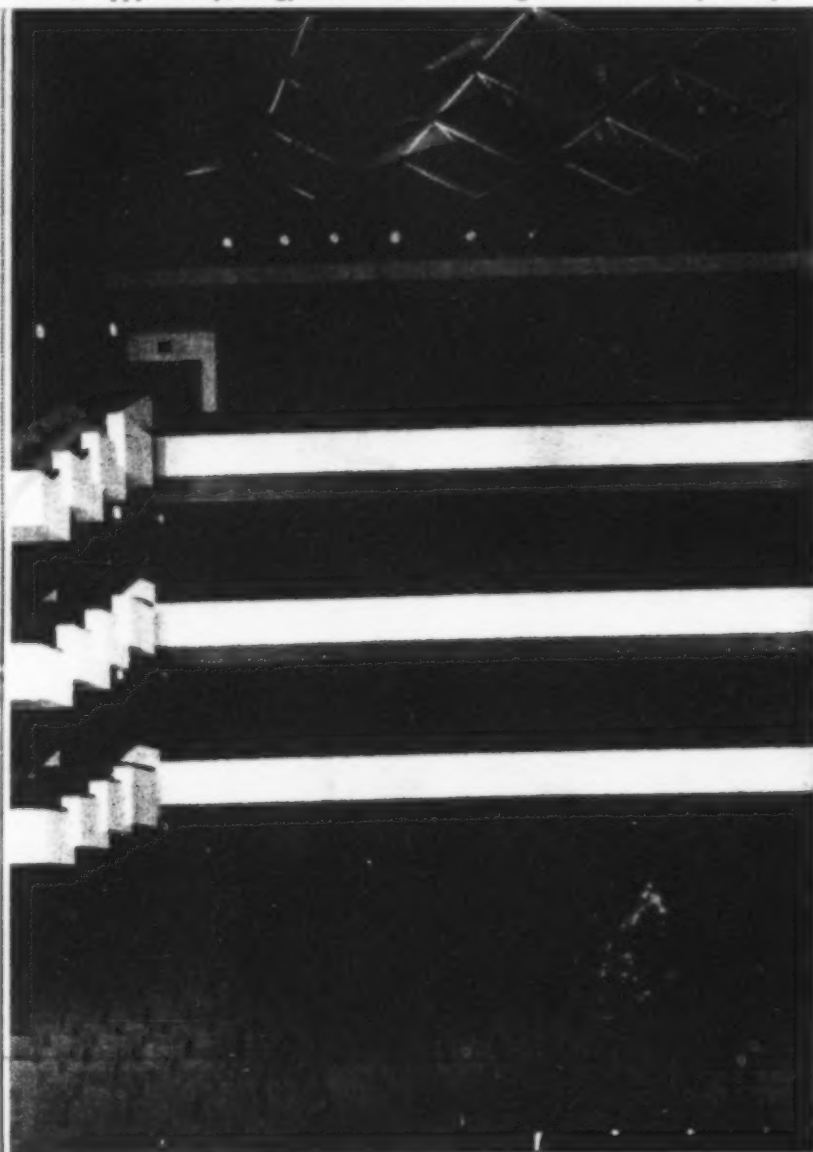
## 40 Years

Brown, Scots Guards, Scottish Fiddle Orchestra, Senior Citizens Choir of Winnipeg, Senior Fun Day, Sergio Franchi, Sergio Mendes and Brasil, Sesame Street Live, Shankar, Shaolin Warriors, Shari Lewis, Sharon, Lois and Bram, Shen Yun Performing Arts, Shirley Valentine, Show Boat, Show of Champions, Shymka Ukrainian Dancers, Sleeping Beauty, Slim Whitman, Soda Pop Tour, Sonny James, Ronny Milsap, Sound of Music, Soviet Army Chorus, Spamalot, Spirit of the Dance, Split Enz, Stage West, Stairs for Stars, Stampeders, Stan Kenton and His Orchestra, Stanfield Rally, Stars of China National Dancers, State Symphony USSR, Statler Brothers, Steam of Dane Biennale, Stephen Haugh, Steve Earle, Stevie Ray Vaughan, Stewart MacLean, Stomp, Stompin' Tom Connors, STreetheart, Streetniks, Stuart McLean and The Vinyl Café, Styx, Sugar Jones, Supertramp, Susan Aglukark, Susan Jacks, Swan Lake, Sweeney Todd, Sweet Adelines, Swift Current Little Theatre, Sylvia and Sheppard, Sylvia Browne, Taming of the Shrew, Tammy Wynette and Faron Young, Tammy Wynette and George Jones, Tanya Tucker, Tap Dogs, Tavria Ukrainian Folk Dance, Terri Clark With Adam Gregory, The Amazing KReskin, The Barber of Seville, The Bells, The Canadian Brass, The Chieftains, The Crucifixion, The Eagles Experience, The Fantasticks, The Fiddle and the Drum, The Fixx, The Gaithers, The Grass Roots, The Guess Roots, The Happy Gang, The Hollies, The Imperials, The Irish Rovers, The Judds, The King and I, The King Singers, The Limelighters, The Living Legends of Country Music, The Magic Flute, The Marriage of Figaro, The Mask of Zorro, The Mavericks, The Messiah, The Messiah, The Mighty Sparrow, The Moffats, The Musical Story of Jeremiah, The Nylons, The Original Caste, The Platters, The Coaster and the Drifters, The Police and XTC, The Rat Pack, The Rovers, The Sky Diggers, The Stampeders, The Stars of Lawrence Welk, The Statler Brothers, The Watchman, The Witness, The Wiz, The Youth of Saskatchewan, Theatre Ballet of Canada, Theatre on the Balustrade of Prague, Theory of a Deadman, Thomas & Friends, Thomas Manshardt, Three Dog Night, Three's Company, Thriller/Purple Rain, Ticklin' The Ivories, Tillis/Clarke, Tin Soldier, Tina Turner, Tom Cochrane, Tom Jones, Tom T. Hall, Tommy, Tommy Banks, Tommy Hunter, Tommy James and the Shondells, Tommy Overstreet Leroy Vandyke, Tony Bennett, Tony Martin and The Jazz Café, Toronto, Toronto Symphony, Tragically Hip/Sam Roberts, Trailer Park Boys, Triumph, Trooper, Tryzub Ukrainian Dance, Tsuyoshi Tsutsumi, Tucker, Tucson Arizona Boys Choir, Ukrainian National Red Army Song, Up with People, Valdy, Van Cliturn, Veryovke Chorus, Vicky Jamison Ministry, Victor Borge, Vienna Choir Boys, Vienna Johann Strauss Orchestra, Virsky Ukrainian Dance Ensemble, Von Trapp Children, W.O. Mitchell, Wa Wa Chanters, Wagner, Warm Prairie Night, Watchman, Warm Prairie Night, Watchman, Waylon Jennings, Wayne Newton, Weird Al Yankovic, Welsh Guards, Wen Wen Dance, West Side Story, Western Canada Senior Citizen Choir, Western Canadian Music Awards, Wheatland Chorus, White Heather Concert, White Night, White Oak Dance Project, Whiteheart, Whittaker, WHL Awards Show, White Heather Concert, Wilf Carter, Willy Wonka Matinee, Wind in the Willows, Wizard of Oz, Woody Herman, World Evangelism, World Tours, World Wide Church of God, Yevshan Ukrainian Folk Ballet Ensemble, Youth Ballet of Saskatchewan, Zamfir, Zorba, ZZ Top



## 40 Years

Miss Saigon, Moise and Matthew Good, Monty Python's Flying Circus, Moody Blues, Moscow Ballet, Moulin Rouge, Mozart—Mahler Magic, Mr. Dressup, Mr. Mister, Murray McLauchlan, Music Man, My Boyfriends Back, My Fair Lady, Myers Dance, NAAF Awards Show, Nana Mouskouri, Nana Mouskouri with John McDermott, Natalie Choquette, Natalie McMaster, National Aboriginal Achievement Awards, National Arts Centre Orchestra, National Ballet of Canada, National Dance Company of Senegal, National Youth Orchestra, Nazareth, Nelly Furtado, Jack Soul, New Dance Horizons, New Toronto Consort, Nitty Gritty Dirt Band, North American Polish Folk Dance Gala, Northern Pikes, Nutcracker, Nylons, Oak Ridge Boys, Ode to Joy, Oh! Calcutta, O'Kanes, Oklahoma, Ol' Calcutta, Olivia Newton John, Opry North, Optimist Band Festival, Oscana, Oscar Night with the Regina Symphony Orchestra, Oscar Peterson, Our Lady Peace, Oxford String Quartet, Ozark Mountain Daredevils, Pablo Cruise, Parachute Club, Parade in Harmony, Parker, Pat Benatar, Pat Boone Family Show, Patriation Show, Patti Page, Paul Brandt, Paul Overstreet, Paul Stookey, Paul Williams, Peking Acrobats, Peking Opera of China, Pendulum, Peter Nero, Peter Tosh, Phantom of the Opera, Philharmonic Choir, Phyllis Diller, Pink Floyd, Platinum Blonde, Pointer Sisters, Polish Mime Ballet, Poppy Family, Porgy and Bess, Porter Wagoner and Conway Twitty, Powder Blues Band, Prince, Prism, Procal Harum, Proclaimers, Puppetry of the Penis, Queen, Queens of the Stone Age, Raffi, Rainmaker, RAIN—The Beatles Tribute, Randy Bachman, Rankin Family, Ray Charles, RCMP—Color of Pride, Reba McEntire, Red Rider, Regina Lions Jr. Band, Regina Little Theatre, Regina Symphony, Regina Wheatland Chorus, Restless Heart, Reveen, Richard Hayman, Richard Marx, Rick Nelson, Rick Wakeman, Ricky Scaggs, Ricky Van Shelton, Rigoletto, Rise Against, Rita Coolidge, Rita MacNeil, Riverdance, Robert Cray, Robert Cray, Robert Munsch, Roch Voisine, Rocky Horror Show, Rodney Carrington, Roger Whittaker, Roland Petit Ballets De Marseille, Rolf Harris, Roman Danylo, Romeo and Juliet, Ron James, Ron White, Ronnie Milsap, Ronnie Prophet, Rory Allen, Rory Allen and the Jordonaires, Rough Trade, Roy Clark, Roy Orbison, Royal Winnipeg Ballet, Rudolf Nureyev, Riverdance, S.P.E.B.S.Q.S.A., Sadlers Wells, South Saskatchewan Youth Orchestra., Salute to Canadian Cadets, Sammy Kershaw, Sandra Shamas, Sarah Brightman, Sarah McLachlan, Sask. Express, Sask. Theatre Ballet, Saskatoon Gateway Players, Saskatoon Symphony, Sawyer





Goal 1  
To provide  
care



## PERFORMANCE RESULTS

This section provides detailed information on the key initiatives, major outcomes and specific results for The Conexus Arts Centre during the 2010-11 fiscal year with respect to our goals. Additional information about the Conexus Arts Centre strategic direction, including a complete review of its performance measures, key actions and objectives, is provided later in this report.

**Goal 1:** To provide quality facilities, and services for entertainment, educational, social, conferences and cultural activities.

Providing quality facilities and services is paramount to the Centre's success and therefore in 2010-11, The Conexus Arts Centre defined a range of key actions and initiatives that support this focus on continually updating and maintaining our facility and improving our customer service.

### Maintenance of Facility:

In 2010-11 the Centre replaced the dimming and controls for lighting in the Shumatcher Room. A new sound system was installed in the main lobby. Major repairs were completed on the bar glass dishwasher. The Centre purchased sufficient guard rails to do stages in both the Theatre lobby and the stage area. New stairs were also purchased for the risers with guardrails. Brushed aluminum buffet tables were purchased. A new dishwasher, mixer and alto sham ovens were installed in the kitchen. New emergency generator is on site. Stage rigging inspection was completed. A fall arrest system was installed in three key catwalk areas. Major repairs were initiated to address safety concerns with the stage sound cluster. General maintenance of the Centre took place primarily over the summer months. The Conexus Arts Centre moved forward with a number of capital upgrades including the Power Factor Correction and the installation of the fall protection system over the loading dock areas and the lighting deck area. The Centre purchased new carpeting for the west convention stairs due to safety concerns. New carpeting was also installed in the PEI Room. New flooring was installed in the bar dish room. The Centre completed general painting of the building.

### Technology:

The web-site underwent an extensive upgrade with a complete re-design in 2010-11. User ease and additional information was a priority for the new site. The Centre focused on social media by developing a Facebook Account and began to Twitter. Procedures were developed for the Security Camera System. Several computers were replaced during 2010-11. The Centre's Technology Committee continued to meet regularly throughout the year. The Centre's computer policies were updated to reflect changes made throughout the year.



Goal 1

To provide  
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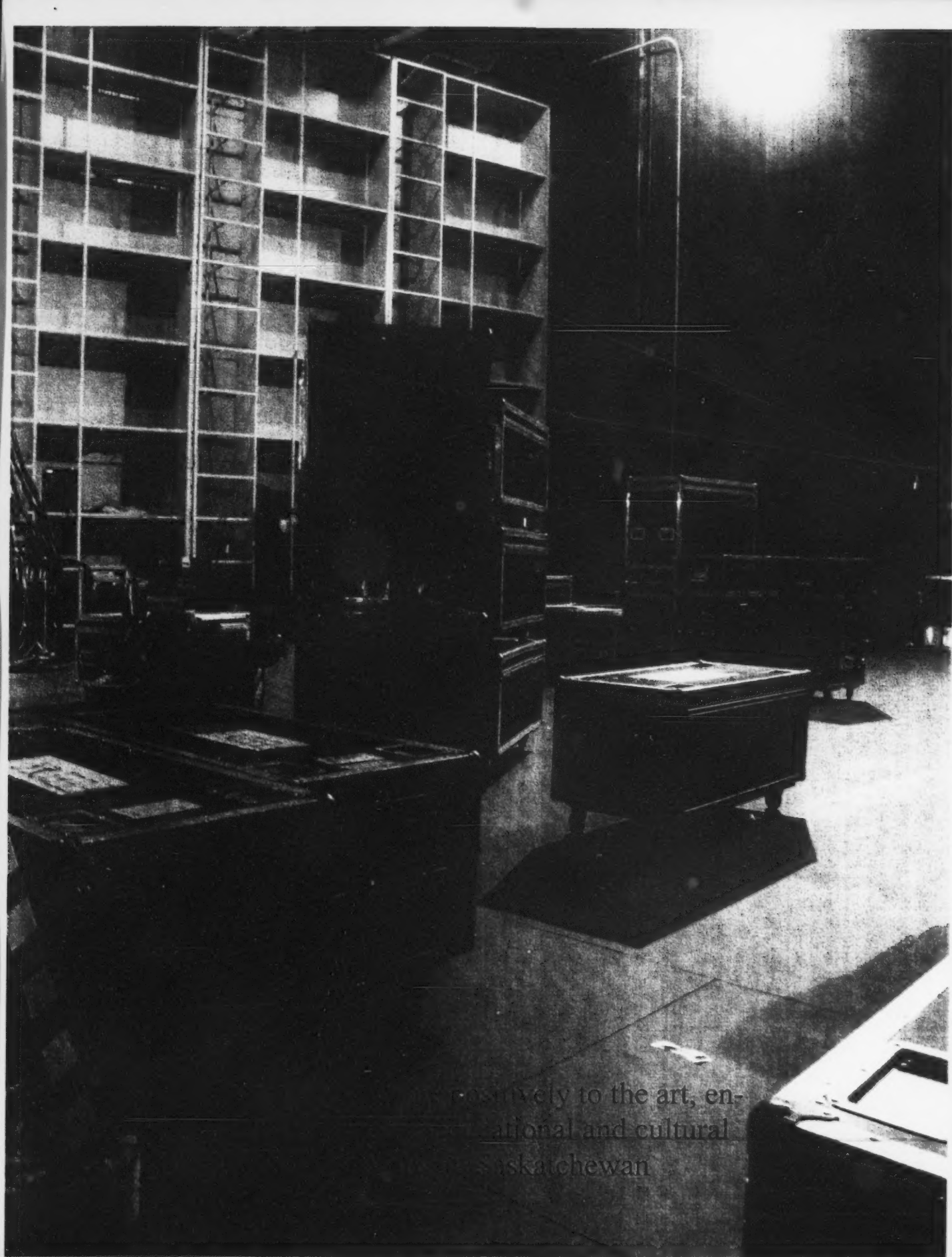
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Customer Service/Knowledge Training: The Conexus Arts Centre continued to provide training programs and seminars including departmental team building and publishing information on Centre standards and practices in the staff newsletter. Client Services Staff continued the national certification process in Special Events Coordinator and Special Event Manager. The Centre was nominated for a Paragon Customer Service Excellence Award—Business category in 2009-10. We continue to acknowledge our customer service excellence through our employee recognition program, The Spotlight is on you.



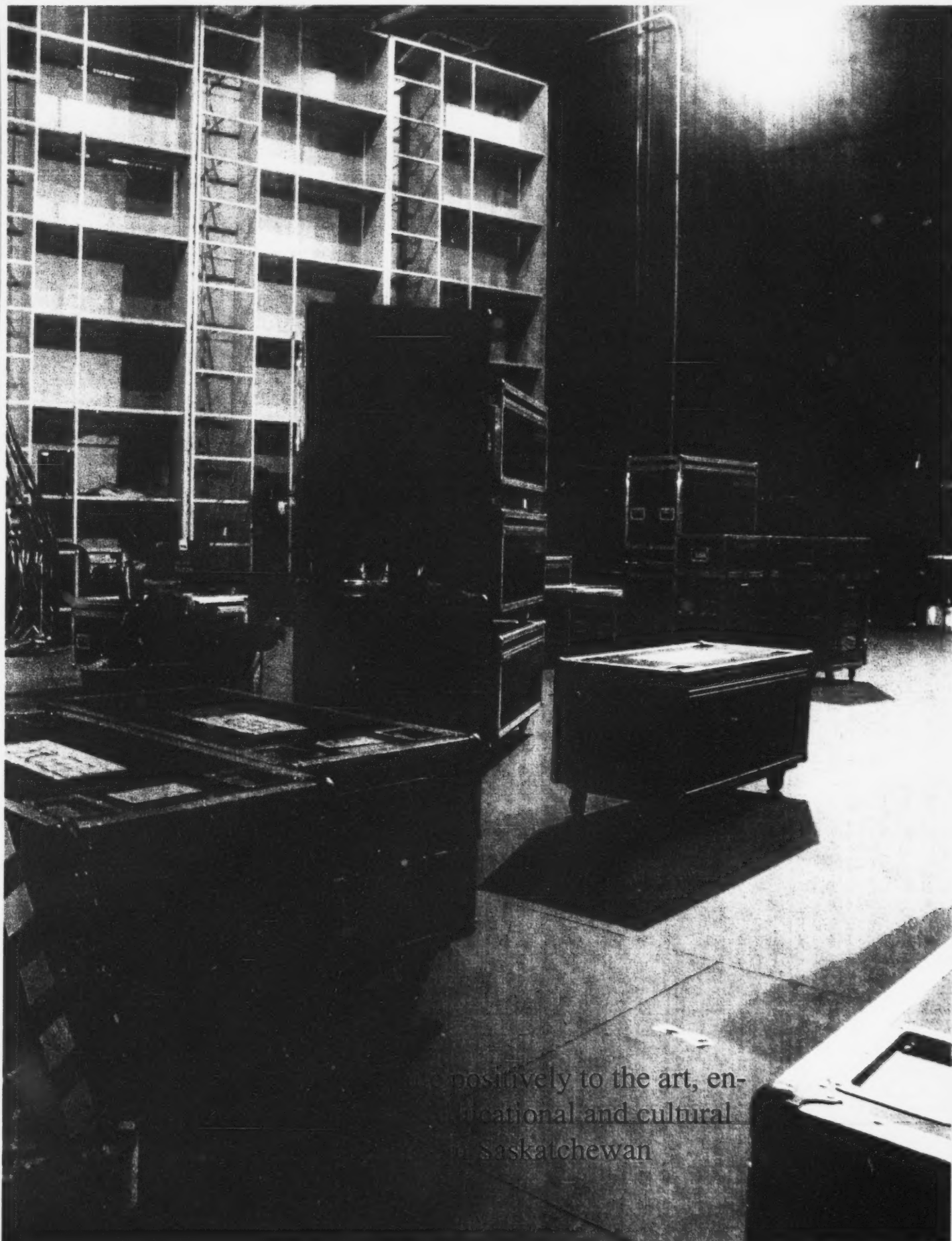




... positively to the art, en-  
... national and cultural  
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... positively to the art, en-  
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... Saskatchewan

Goal 2      To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.

The Conexus Arts Centre strives to develop additional ways to contribute to the entertainment, educational and cultural communities in Saskatchewan. The Centre set objectives to continually improve on this critical component of The Conexus Arts Centre's direction.

Programming Plan:

In order to support provincial non-profit organizations through sponsorship initiatives the Centre worked in collaboration with promoters, producers and sponsors. Some of the events the Centre co-promoted or sponsored in the fiscal year 2010-11 included: YWCA Women of Distinction Tea, Friends of Wascana Marsh, The Regina Symphony Orchestra, The Royal Canadian Legion, Regina Chamber of Commerce, Regina Public Library, Do it with Class—Young People's Theatre, Welcome Wagon, The United Way, Santa's Anonymous, Breast Cancer Action Saskatchewan, Arthritis Society, Regina Business and Professional Women, North Central Family Centre, Kinsmen Foundation, Chinese Cultural Society, Jingle Bell Run, Festival of Trees, Saskatchewan Sports Hall of Fame, Prairie Conservation, The Canadian Club, Saskatchewan Express, Tourism Saskatchewan, Regina Professional Event Planners Association, Regina Catholic Schools, Lions Sight, Ranch Ehrlo Society, Philippines Association, Regina City Police 1/2 Marathon, Regina Cosmopolitan Club, Kroneau Community Club, Women of the Dawn, Nature Saskatchewan, Dance Plus, Dance City, RROC, Eastview Rotary, Heritage Canada, Hockey Regina, Conquest Boys Club, Regina Police Cadets, Daughters of Penelope, Saskatchewan Prayer Breakfast, Regina Stitchery Club, Women of the Dawn, Luther College, Mayor's Luncheon for Business and the Arts, Pure Fashion, Sask. Visible Minorities, Cougar's Women Basketball, First Nations University of Canada, Nursing Education, Sask. Institute of Industry and Technology, University of Regina, Sask. Police College, First National Circle of Honour, Welcome Wagon, Prairie Piecemakers, Daughters of Penelope, Oscana Celebration, Saskatchewan Roughriders, Wascana Sasktel Summer Invasion, Canadian Diabetes, James Hamblin School, Balfour High School, Leboldus High School, Winston Knoll High School, Thom Collegiate, Campbell Collegiate, Walker School, Queen City Marathon, Campbell Collegiate After-grad, Greenall High School Alternative Education Work Program, Riffle High School, Club, Regina Public Schools—Work based learning program, Scott Collegiate, Canadian Human Resource Tourism Education Council, Saskatchewan Cancer Society, Youth Ballet of Saskatchewan, Joints in Motion and Optimist Band Festival.

Youth:

The Centre's goal of working with schools and associated educational organizations to create opportunities for youth to perform or attend arts and educational events at the Centre was once again a priority in 2010-11. This included arranging tours for several high schools. We offered non-profit rates to Do It With Class—Young People's Theatre, New Dance Horizons, Martin School of Dance,



Youth Ballet of Saskatchewan, Dance Plus, Saskatchewan Express, O'Neill High School. We provided our Air Bounce amusement game to many schools from Regina Public, Regina Catholic and Prairie Valley School Divisions. The Centre supported Walker School through a Friendship luncheon. We also worked with SIAST and Greenhall High School to provide work placements.

Entertainment/Promotion:

The Centre continues to strive to present a wide variety of entertainment programming. The Centre presented the following Family entertainment in 2010-11 Franklin the Turtle, Youth Ballet of Saskatchewan, Regina Symphony Orchestra Performances, Max and Ruby, Dance City, Soda Pop Tour, O'Neil High School Choir, Dance Plus, Saskatchewan Express, Dance City, Danskapades, Do It With Class—Young People's Theatre who presented a Showcase as well as Alice in Wonderland and Chitty/Chitty Bang/Bang, Moscow Ballet—Swan Lake, Royal Winnipeg Ballet—Alice, Regina Catholic Schools Christmas Concert, Downtown's Optimist Band Festival, Toopy and Binoo, Pet Expo, Mamma Mia, Cailiou, Wizard of Oz, Chaban Ukrainian Dance and Oscana Celebration.

New Relationships:

We are pleased to continue to develop our partnership with our patrons.





ites to promote the

Goal 3: To engage in entrepreneurial activities to promote the use of the Centre.

The Centre continues to work with various groups to present as many activities at the Centre as possible. In 2010-11 our objective was to work with at least five new organizations.

New Events:

New events held at the Centre in 2010-11 included: Can West Health Show, Rona Home and Garden Show, Beaulivue Flooring, Regina Baby Expo, Oscana Chief Piapot Celebration, Korean Alliance Church, Levine School, Hills Pet Nutrition, Pure Fashion, Canadian Diabetes Association, Queen City Kinsmen, Women of the Dawn, Sask. Indian Inst. Of Technology, NEPS Grad, Ford Canada, Sask. Roughrider Football Club, MacPherson Leslie, Tyerman, Beyond Ent., Canoe Racing Club of Regina, HIROC, 1st Nations Circle of Honour, Wascana Racing, CLS Job Fair, NDP, National Treaties, Fight Night for Breast Cancer, Convatac, CLR, Sask. Hockey, RBC Dominion, Sk. Central, RQHR Christmas Party, Card Sharks, Rona Christmas Party, E—health Saskatchewan, Regina Leader Post Spelling Bee, Wascana Federal, O & T Farms, Executive Council, Can. Am Martial Arts, UA Local 179, PCAP, Regina Y Judo, University of Saskatchewan, GMS, Teagan Littlechief, Direct West—Christmas, Rap Session—Ministry and Viterra.

Other Opportunities: The Centre continues to aggressively pursue the wedding business as well as individual departments within organizations who are currently clients. We began aggressively promoting our Catering/Convention services as well as theatre shows on Facebook and Twitter in 2010-11. We again worked with Breast Cancer Action Saskatchewan to present a Ladies Night Out in November. We continued our relationship with Festiv-Ale which produced the Festive-Ale Beer Festival in February. We also worked again with Can West Shows of Calgary to encourage them to bring tradeshow to Regina. We worked with Canwest to present Taboo—the Naughty but Nice Trade Show. The Centre worked with the Regina Symphony Orchestra throughout the year. The Centre also presented Regina's 3rd annual Pet Expo in January with over thirty-five trade show booths, 9 seminars and Kaos Dog Sports demonstrations. The event was once again a huge success. We also continued to work with various promoters to mesh their show with our facility.



Goal 3

To create a network of rural health sites to promote the use of



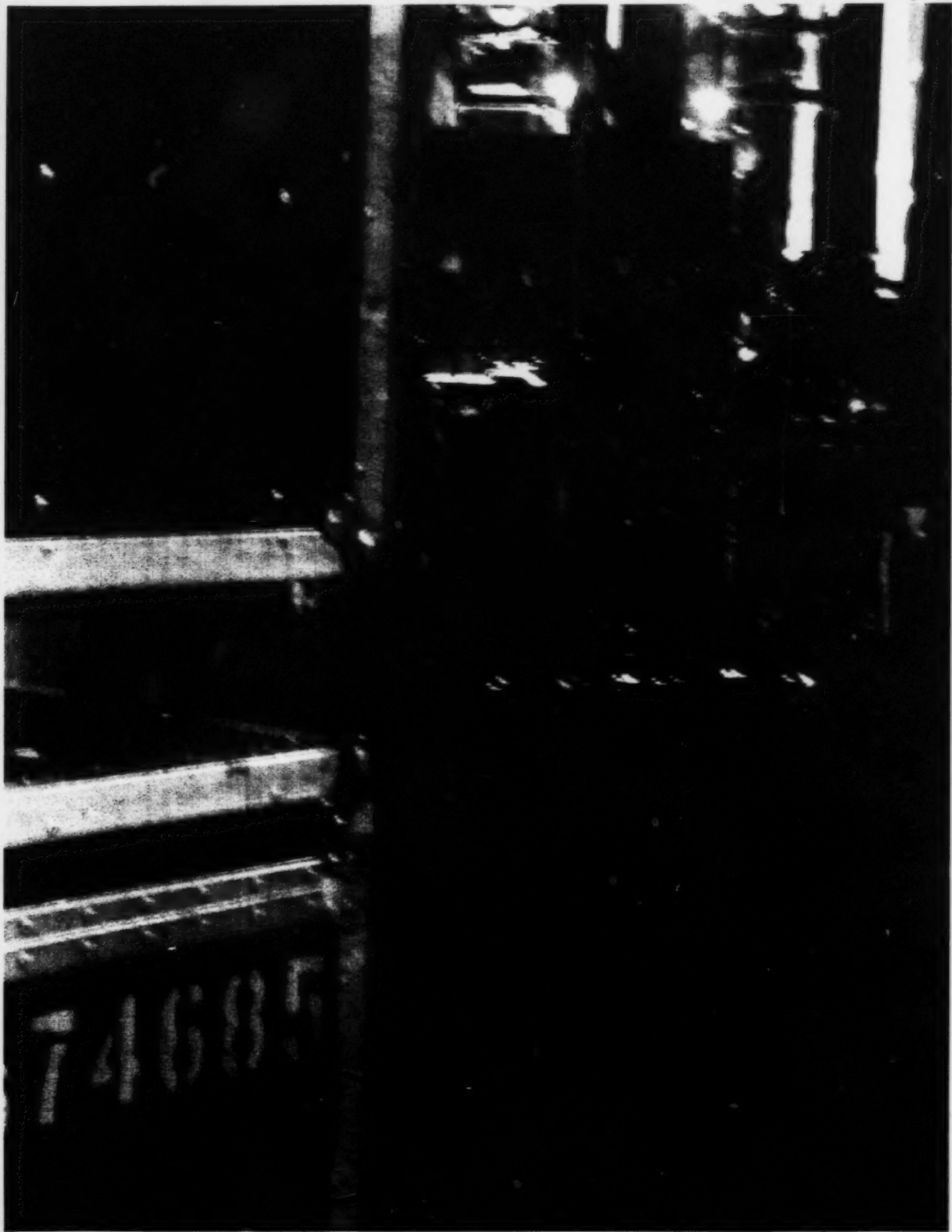
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**Goal 4:** To develop a positive relationship with government, media, public and all related organizations and individuals.

A key part of the Conexus Arts Centre's role focuses on developing positive relationships with the community. Key activities in 2010-11 included:

Community Participation:

The Conexus Arts Centre was very active in various Regina and Saskatchewan organizations and groups in 2010-11. Representation included membership in: Regina Chamber of Commerce, Regina Professional Event Planners Organiza-



tion, International Standards for the International Event Manger Certification Committee, Saskatchewan Tourism Education Council, International Association of Event Managers, Qu'Appelle Canada Day Committee, Southeast Regional Library, Regina Convention Team, Regina Canada Day Committee, Queen City Marathon, Regina Humane Society, Kronau Heritage Committee, Bread of Life, Luthern Church, YWCA Women of Distinction Awards Gala Committee, Regina Executive Club, Indian Head Air Cadets, Knox United Church, James Hamblin School Arts Festival Committee, Qu'Appelle Fire Department and 1st Responders, Qu'Appelle Spirit Community Newspaper, Apprenticeship and Trade Advisory Board for the Cooking Trade, Culinary Arts Foundation of Regina, CarMichael Outreach Committee, Culinary Federation—Regina Branch and Wascana Partners.

Key Stakeholder Relationships: In order to best provide measurable results in developing positive relationships the key stakeholders have been segregated:

**The Government:** The Conexus Arts Centre plays a key role serving as the voice of the public to the Government—municipal and provincial. In that role, the needs, concerns and issues, as well as the accomplishments are conveyed to the various departments. We also act on behalf of the government to ensure that we become better advocates of the arts through our relationships with elected officials and government staff.

**The Media:** The Centre developed a Media Relations Plan in 2010-11 including on going development of relationships with every Regina media outlet in every medium. This has continued to translate into frequent appearances on CTV and Harvard, Rawlco and CJTR Radio to promote upcoming shows and events. Further relationships were strengthened with Global TV and the Leaderpost. Partnerships with national media and marketing personnel continues.

The Public: In 2010-11 we continued to provide feedback information forms to our clients and sending out questionnaires via email and fax as well as through our Website, Facebook and Twitter. We distributed our direct Catering Surveys to over 5900 email subscribers. In this survey 92 to 98% of respondents rated the Centre very good to excellent in such categories as staffing, service, cleanliness, comfort of facility, value of the Centre, Centre's support of developing performing arts, support of non-profit organizations, Centre's profile in our community, marketing, food quality and menu selection. We also continued doing surveys at theatre events asking guests: How would you rate our staff at the Centre—Box Office, Ushers, Bar, Coat Check, Other Staff. How would you rate the following at the Centre. Cleanliness of Public Areas, Comfort of theatre, Temperature, Décor, Access to Parking Areas, How would you rate the following at the Centre: The value of the Centre's importance in our community, The Centre's support of the development of Performing Arts in our community, The Centre's support of non-profit organizations and community activities, The Centre's support of academic and artistic development of youth in our community, The Service at the Centre, The Centre's profile in our community, The marketing of upcoming shows at the Centre, The food quality, The Menu selection. We also asked : What type of performing arts events do you like to attend: Choices included: Classical, Country,

Musical Theatre, Rock, Jazz, Children's, Urban, Ballet, Comedy and Other. We were very pleased in the increase in all areas. We distributed eblasts on what is happening at the Centre, including new shows and events throughout the year. We set up a facebook account and promoted this extensively. We were pleased to have over 1,100 "Likes" on our account which allowed us to market to these people directly. We continue to review the duty manager reports at weekly management meetings. Client Services continues to follow up with clients in person or by telephone as soon as possible after an event. We undertook consultation with promoters and research of other venues to ensure that we are competitive in our pricing, and our mission to maintain the highest possible level of customer service to our clients.

Mark in the Community: The Conexus Arts Centre's 2010-11 marketing plan focused on Internet, email and Social Media marketing. We also continued with our focus on the branding of the Centre. This included the Leader-Post.com web banner campaign, new ticket mailing envelopes with connection branding and The Conexus Arts Centre Connection continued to be an important part of our branding that was used across all forms of media including radio, print, newsletters, busboards, etc. The electronic billboard advertised events at the Centre throughout the year. The web-site was completely redesigned to include a user friendly site with increased information. Each part of the Website was redone including the photo gallery, on-line surveys, news page. We continued with the Centre Cares Program. This program saw a collaboration between the Centre, various show promoters, SGI, and North Central Family Centre. The Marketing Committee continues to meet weekly. This committee identifies new opportunities to develop our marketing and increase our visibility in the community. The results of these meetings are reported to the Management team at the weekly management meetings. We also continued to offer various random draws from our Facebook Page and web site as well as special deals for members of our on-line community.







A Star is  
Born...

5:

to promote arts and educational activities for all  
with special attention to the youth, to ensure  
annual audience development now and in the future

**Goal 5:** To promote arts and educational activities for all ages, with special attention to the youth to ensure continual audience development now and in the future.

We continually improve our programming for youth and seniors. We have developed new programs specifically designed to provide opportunities for these audiences.

**Subsidy Program:** The Centre once again worked with Do It With Class—Young People's Theatre to provide reduced priced tickets for their matinees for students. The Centre also worked with Do It With Class to provide rehearsal space at no cost after their studio was destroyed by a devastating fire

**Youth:** The Conexus Arts Centre hosted the following shows in 2010-11. Franklin the Turtle, Do it With Class—Young People's Theatre—Showcase, Regina Symphony Orchestra Kids Show, Pet Expo, O'Neil Choir, Robert Munsch, Youth Ballet of Saskatchewan, Saskatchewan Express, Dance Plus, Dance City, Soda Pop Tour, Martin School of Dance—Danskapades, Oscana—the Celebration of Chief Piapot, Max and Ruby, Mamma Mia, Do It With Class—Young People's Theatre—Alice in Wonderland, Cailliou, Regina Catholic Schools, The Wizard of Oz—which allowed dance



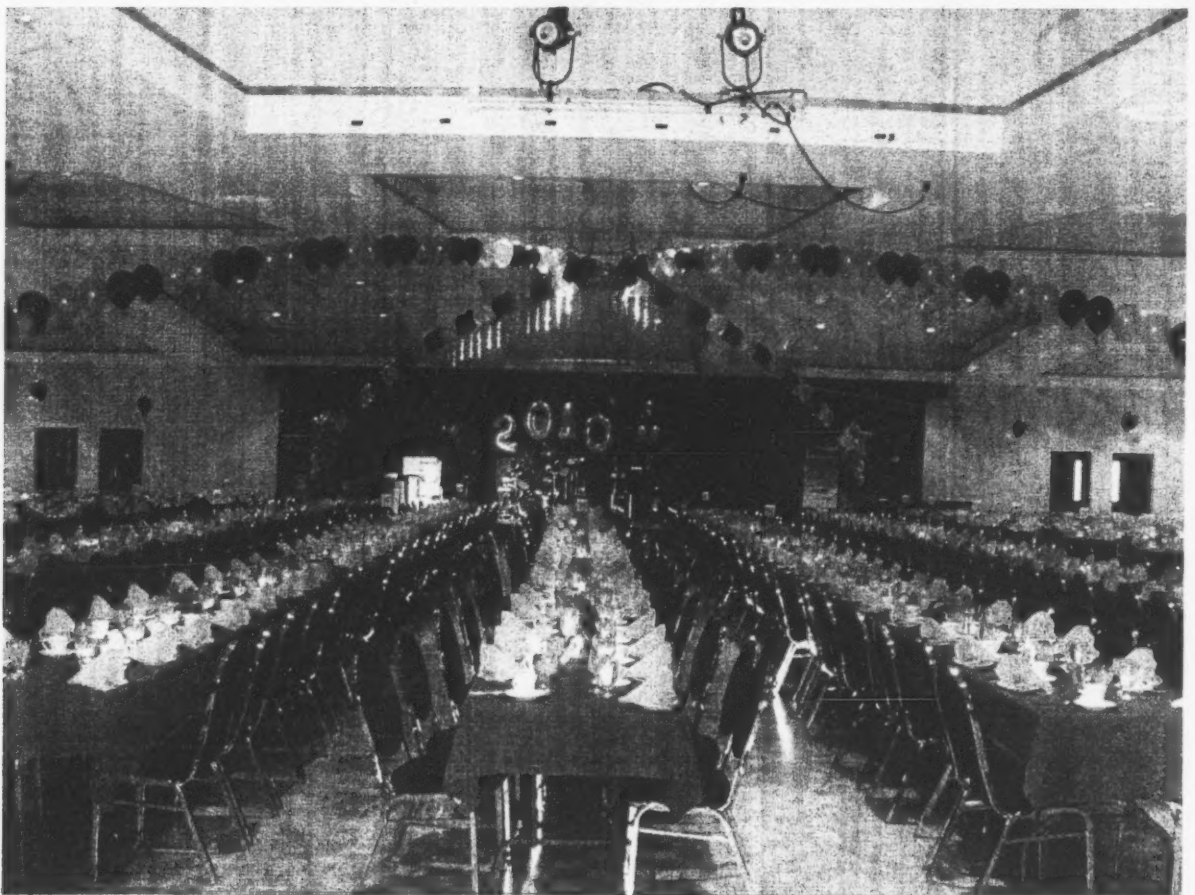
schools throughout Saskatchewan the opportunity to audition to play the munchkins (Saskatchewan Express appeared in the show), Moscow Ballet—Swan Lake, Toopy and Binoo, Mayor's Awards for Business and the Arts, Regina Korean Alliance Church,

Women of the Dawn, Do It With Class—Young People's Theatre—Mid Summer's Night Dream, The Regina Leader Post—Spelling Bee, Kari McKenzie—Piano, Frank Fernandez/ Jack Semple Concert, India Canada Gala, Chinese Cultural Society Gala, Teagan Littlechief Album Fundraiser, Regina Y Judo, Kolos Ukrainian Dance, Chaban Ukraininan Dance Company, Do It With Class—Young People's Theatre—Chitty, Chitty, Bang, Bang, Royal Winnipeg Ballet—Alice and Optimist Band Festival.

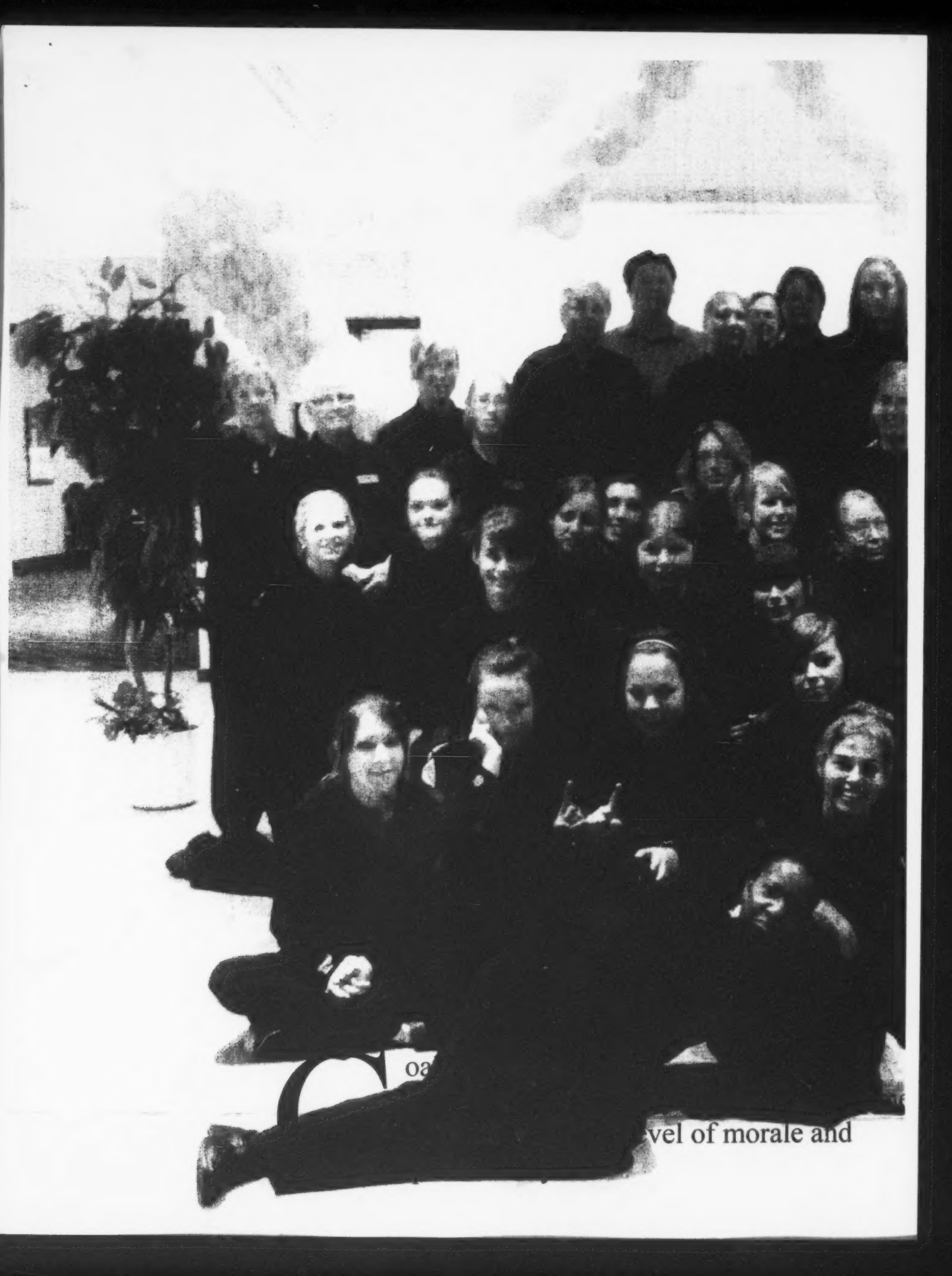
Seniors:

Not specifically targeted to Senior's Johnny Reid was a huge hit with three sold out shows. Other senior friendly events included The Regina Symphony, The Can West Health Show, Rona Home and Garden Show, the Conexus Arts Centre Pet Expo, the many youth dance performances as well as a wide variety of theatrical performances.

**Graduation Banquet, June 2010**







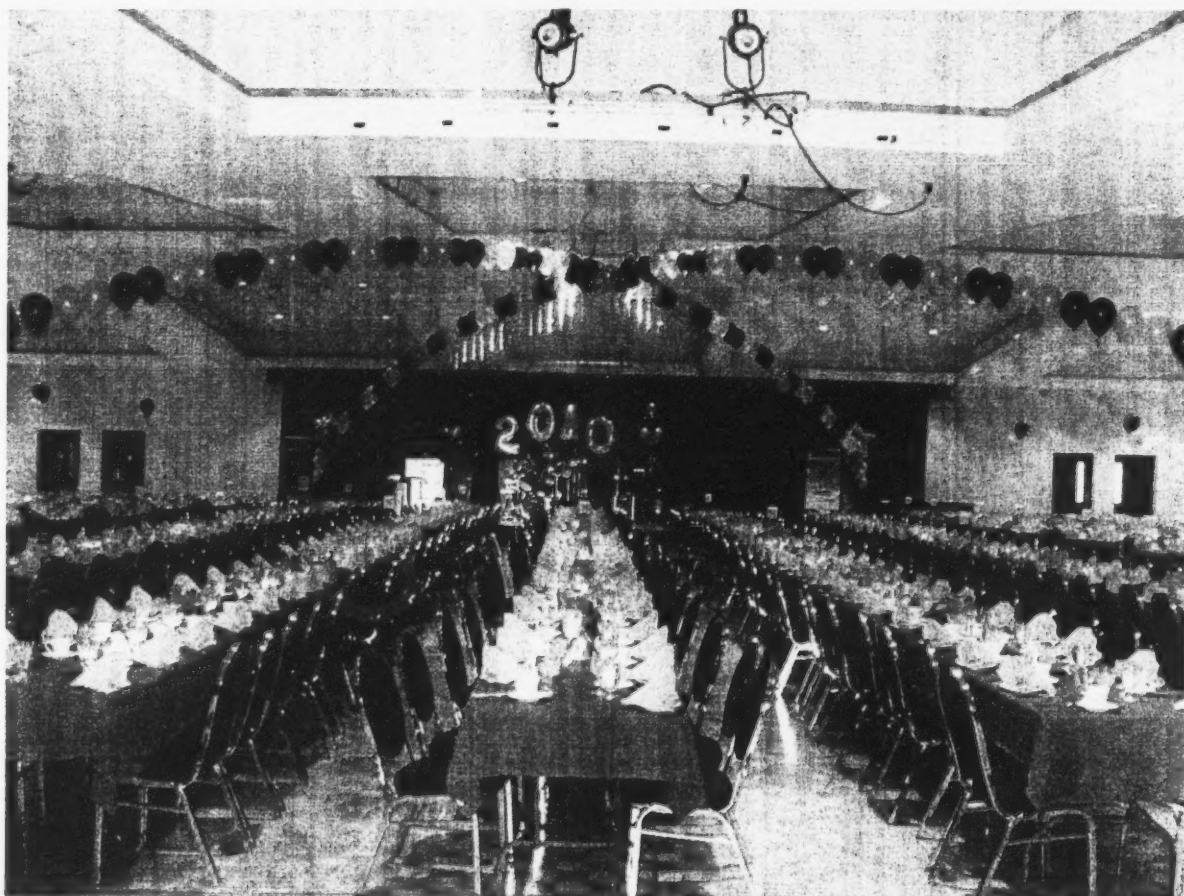
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**Graduation Banquet, June 2010**





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**Goal 6:** To provide opportunity for staff development for building a high level of morale and productivity.

Employees are the key resource of the Conexus Arts Centre. The Conexus Arts Centre's commitment to customer service is founded on the commitment of our dedicated employees. This is one of the reasons we invest in our employees. Building and sustaining strong customer relationships requires a workforce that is knowledgeable, motivated and innovative. We believe in promoting leadership at all levels and creating a culture that is customer oriented. As of March 31, 2011, The Conexus Arts Centre employed approximately 411 staff, 24 of these being full-time. As a provider of service, The Conexus Arts Centre's staff are critical to ensuring the organization's success in meeting and exceeding customer's needs and being successful as a business in a competitive marketplace.

The Conexus Arts Centre is committed to providing a positive, healthy and safe workplace for it's employees. Key achievements in staff development, morale and productivity include:

**Partnership with RWDSU and IATSE:** The Conexus Arts Centre management continued to build upon the foundation of the strong working partnership it has developed with The Retail Wholesale and Department Store Union (RWDSU) and the International Association of Theatrical and Stage Employees (IATSE).

**Leadership Training:** Centre staff continued to attend training and leadership development in their various fields of expertise. In 2010-11 many management and staff attended various courses and training sessions. Training manuals were updated in several areas this year.



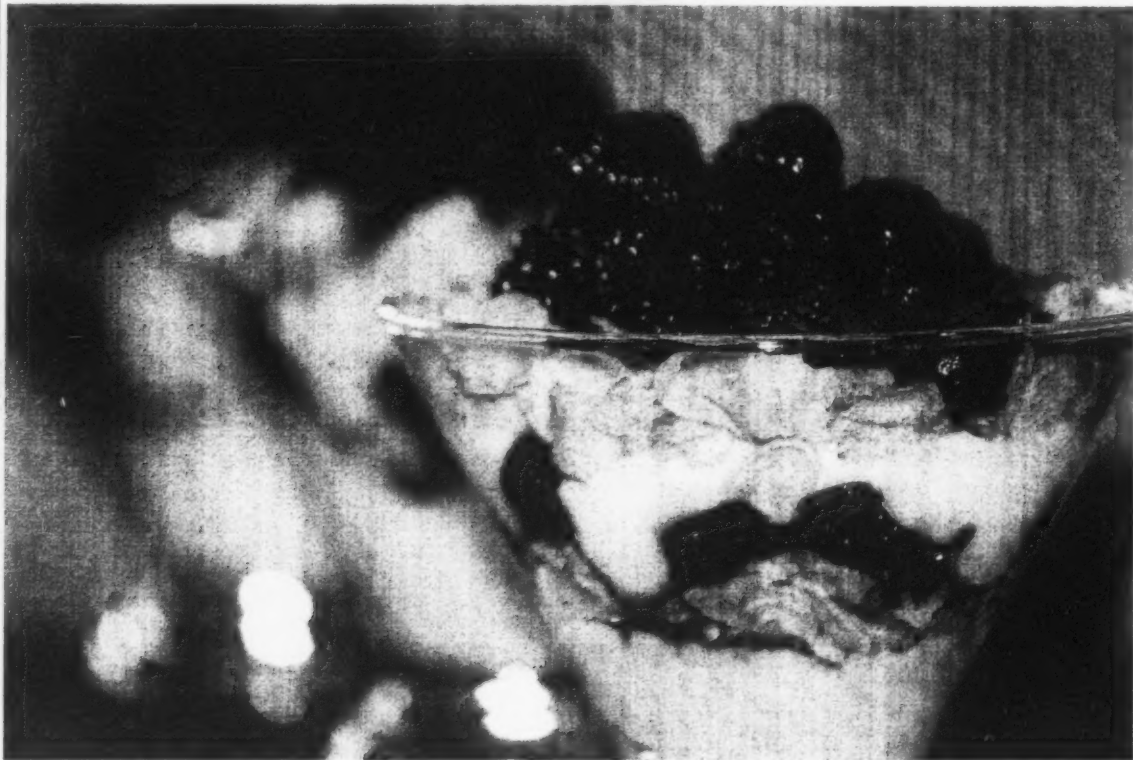
**Succession Planning:** Succession planning continued to be a priority in 2010-11. The Centre once again set up a number of succession planning sessions which focused on our theme "Looking to the Future". Many of the changes suggested from these sessions, as well as sessions held in the previous year, were implemented in 2010-11.

**Pay Equity Plan:** The Job Equity Maintenance Committee continued to meet during 2010-11. During 2010-11 several part-time IATSE positions were reviewed and revised. The Cen-



tre has completed the appeals of all of the IATSE positions and the job descriptions have been up-dated as required. The job descriptions for the Theatre Administrator and the Operations Coordinator were reviewed and revised.

Personnel Policy Manual: The annual review of our personnel policy manual resulted in developments including a "policies" section in our staff newsletter to remind staff of important operational policies. The Centre held Orientation Meetings for new employees to review the Centre's Code of Conduct, Computer and Cellular Phone Policies and expectations, Personnel Policy Manual, Occupational Health and Safety Information and team and Centre expectations.





oil 7:

To operate in a safe  
manner



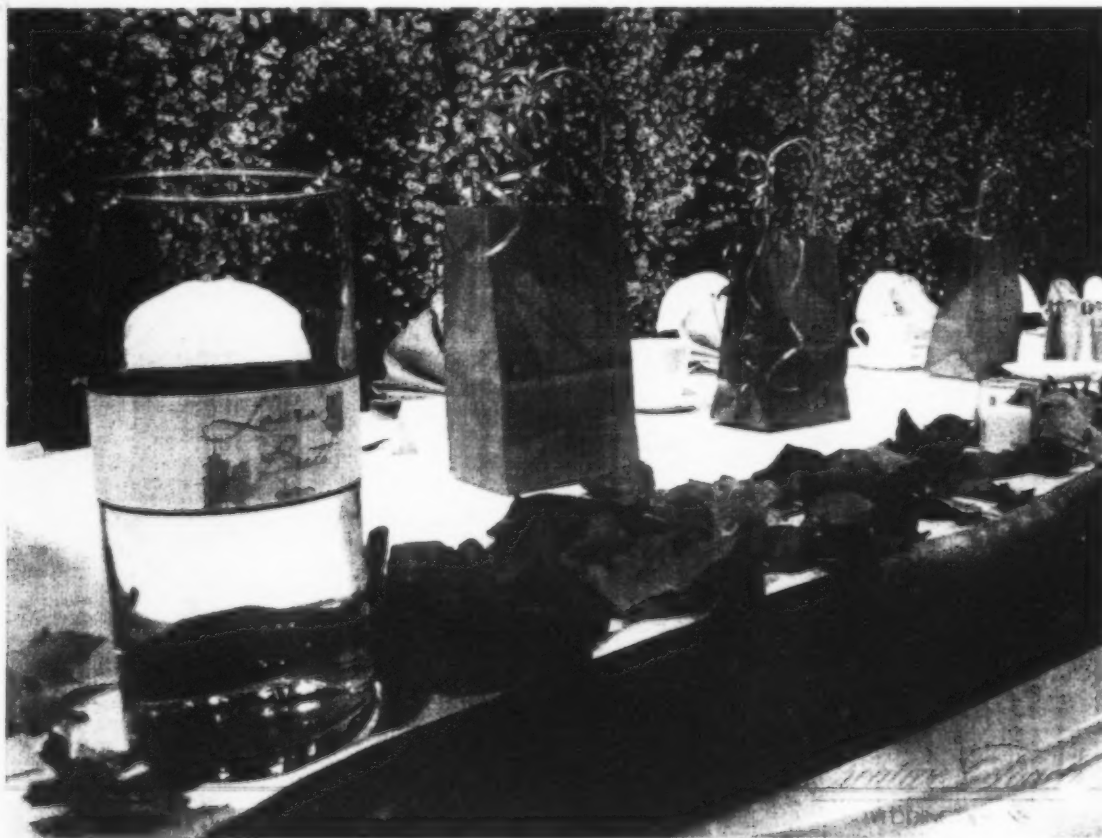
**Goal 7:** To operate in a fiscally responsible manner.

This goal reflects the Centre's commitment to sound financial management and overall financial accountability. An important part of achieving this goal lies in aligning The Conexus Arts Centre's strategic goals with its financial planning and budgeting processes.

Review on current status: The Finance Committee continued to meet regularly to review the Centre's financial results. Catering and bar departments continued to do an extensive quarterly inventory to track food and liquor costs as well as to identify cost saving opportunities. Price changes, stock levels and specialty items are also monitored. The Centre reviewed and up-dated the five year capital plan.

Solicit Funds: Due to increasing costs the Centre is required to actively solicit funds in order to meet the goals and objectives of the Centre.

Corporate Sponsorship Campaign: The Centre continued to work on developing and nourishing sponsorships. The Centre secured three year patron sponsorships with Storm Allied Technologies as well as Corby Distillers. The patrons sponsorship board in our main entrance was updated to reflect the partnerships and sponsorship levels of our corporate supporters. Our electronic billboard graphic designs were created for a variety of sponsors.





ool 7:

To operate in a fiscal  
manner

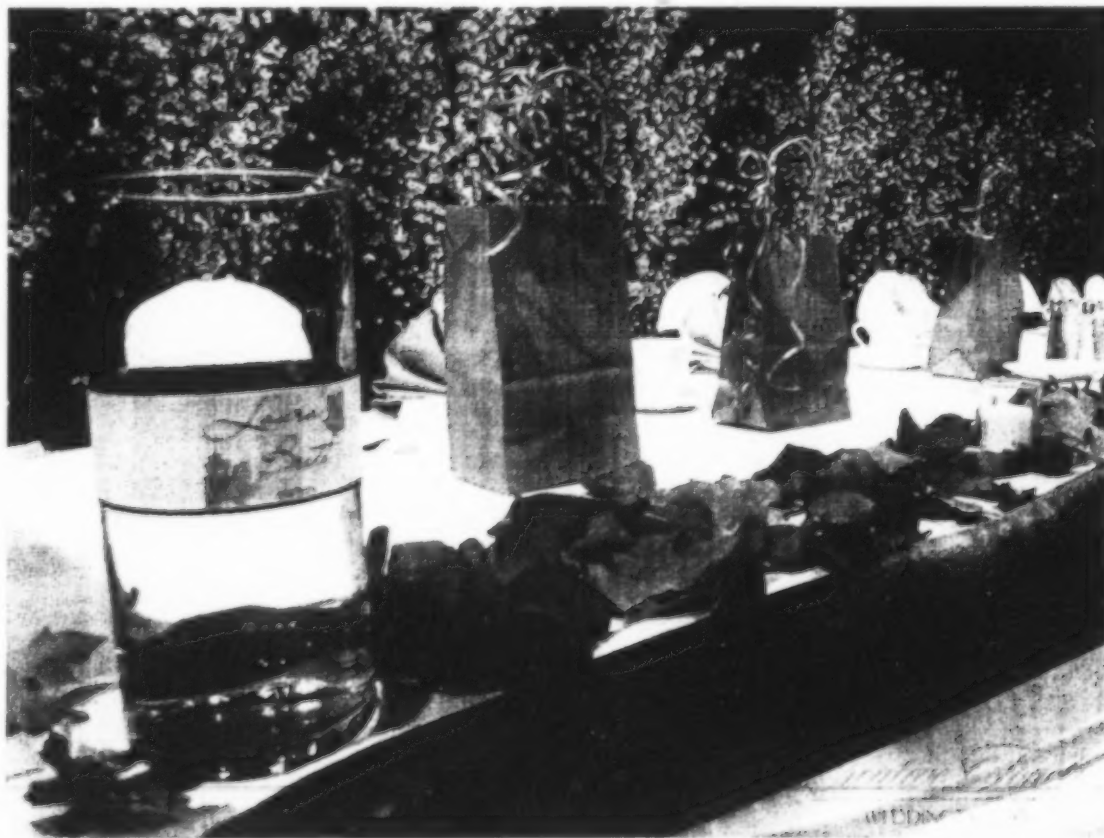
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**Theatre Statistics**

**Totals Events Attendance**

<b>146</b>	<b>147,856</b>
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**Convention Statistics**

**Totals Events Attendance**

<b>733</b>	<b>125,415</b>
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## SERVING COMMUNITIES

The Theatre once again played host to a wide variety of events in 2010-2011.

### APRIL 2010

Divine Performing Arts World Tour

Sylvia Browne

Regina Symphony Orchestra—Music of the Americas

Franklin the Turtle

Barenaked Ladies

Do It With Class, Young People's Theatre Showcase

Regina Symphony Orchestra—The Magic of Music

Regina Symphony Orchestra—Live and Let Die

New Dance Horizons—Wen Wen Dance

# SERVING COMMUNITIES

## MAY 2010

Regina Symphony Orchestra—Cinema Classics

Our Lady Peace

Ron White

Danny Bhoy

Eddie Izzard

Regina Symphony Orchestra—Cirque De La  
Symphonie

Robert Munsch

CanDance Competition

Beatlemania

O'Neill Choir Spring Concert

Youth Ballet Spring Concert  
2 Shows

## June 2010

Saskatchewan Express

Dance City  
2 Shows

Dance Plus  
2 Shows

Danskapades 2010  
2 Shows

Soda Pop Tour



# SERVING COMMUNITIES

## July 2010

North American Polish Folk Dance Festival Gala

Menopause—The Musical  
3 Shows

## August 2010

Airbourne

Bryan Adams

Celtic Woman

## September 2010

Oscana—Chief Payepot Anniversary

Frank Fernandez & Jack Semple

Regina Symphony Orchestra—The Mozart  
Experience

Johnny Reid  
2 Shows

Regina Symphony Orchestra—Opening Night

Max & Ruby  
2 Shows

## October 2010

Regina Symphony Orchestra—Sierra Noble

Mamma Mia  
8 Shows

National Virsky Dance Company

Johnny Reid

Regina Symphony Orchestra—We are the Champions

Great Big Sea

Do it with Class—Alice in Wonderland  
3 Shows

# SERVING COMMUNITIES

November 2010

Australian Eagle's Experience

Just for Laughs

Regina Symphony Orchestra -  
Heroes and Villains

BB King

Moscow Ballet—Swan Lake

Ron James

Caillou

Spamalot  
3 Shows

Regina Symphony Orchestra  
Classics for Skeptics

# SERVING COMMUNITIES

## DECEMBER 2010

Regina Catholic Schools Christmas Concert

Regina Symphony Orchestra  
The Polar Express

Stuart McLean & The Vinyl Cafe

Rita MacNeil

Regina Symphony Orchestra—Handel's Messiah

Wizard of Oz  
2 Shows

## JANUARY 2011

Regina Symphony Orchestra—Jason Plumb  
And the Willing

Toopy & Bino

Regina Symphony Orchestra—Blazin' Trumpets

Regina Symphony Orchestra—The Nylons

# SERVING COMMUNITIES

## FEBRUARY 2011

Regina Symphony Orchestra—Musique of Love

Finger Eleven

Do it with Class—Young People's Theatre  
Midsummer Nights Dream

Regina Symphony Orchestra—Story Tellers

Regina Symphony Orchestra—The Oscars

## MARCH 2011

The King's Singers

Sarah McLachlan

Regina Symphony Orchestra—Internet Connection

Do it with Class—Young People's Theatre  
Chitty, Chitty, Bang, Bang

Royal Winnipeg Ballet—Wonderland

Derek Edwards

Optimist Band Festival

## MANAGING RISK

# RISK

Risk Management is key to protecting business interests and future viability. The Conexus Arts Centre is exposed to many different risks in its dual role as a self-financing Theatre and Convention, Catering Business and a representative for the Provincial Government in their commitment to Culture.

The first concern of the Board of Directors and senior management is strategic risk. Failure to properly execute strategy to meet the needs of our clients and the mandate set by the government can dramatically impact the corporation's business. Without an appropriate overall business strategy, the Centre's other interests could be compromised as well.

Therefore, the Centre has identified major risks and potential barriers to success and developed strategies to ensure that these risks and barriers can be addressed by timely identification, assessment and prioritization of risks. We continue to review the management practices at The Conexus Arts Centre and to identify gaps in current risk management practices.



## LISTEN TO WHAT OUR PATRONS ARE SAYING

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A sampling of the comments received from our clients follows:

"Thank you so very much for bringing Celtic Women to Regina. This was a world calibre, out-standing performance with magnificent lighting and sound! I'm really wishing you can also secure The Lion King Musical! This is \$1 on my wish list. Thank you again."

*J MacCorquodale*

"Thank you very much for organizing such a wonderful evening for our lawyers last night. I've heard many positive comments already this morning on the space, service and food. You guys made it a wonderful night.

*Tanya Purdy  
Regina Office Services Supervisor  
MacPherson Leslie & Tyerman LLP*

"SRC day in Regina went extremely well. People reported back that they loved the venue, the menu was the best they have had, and we have to pass on congratulations to the chef for not only the great food, but also, the fabulous work on the ice sculpture he made for us. We just loved it! Thank you and all of the staff who worked with you on this to help make this event flawless!:

*Tammy Epp  
SRC*

"The Conexus Arts Centre at one time had, as part of their marketing campaign, the slogan "the only thing we overlook is Wascana Lake." How true this is!

The Saskatchewan Sports Hall of Fame and Museum has been pleased to host our annual Induction Dinner at the Conexus Arts Centre for the past 26 years. During that time our organizing committee has always been impressed with the attention to detail and exemplary customer service that the Centre staff has afforded to us.

In our fast paced society there is a tendency to believe that with the passage of time comes a certain loss of the attention to detail as the "been there, done that" mentality sets in. Nothing could be further from the truth in our relationship with the Conexus Arts Centre.

There are a lot of capable venues within Regina that would be able to accommodate our annual event. Many have tried to secure our business. But the reality is that the Conexus Arts Centre, even after all of these years, never gives us a reason to relocate. The team that they put together in support of our event, both leading up to and during the event, is second to none, and our event is most definitely their event. They look good and so do we! "

*Sheila Kelly  
Executive Director  
Saskatchewan Sports Hall of Fame.*

## LISTEN TO WHAT OUR PATRONS ARE SAYING

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"What a beautiful facility for a wedding. The park is gorgeous and the building itself is perfect. We had a wonderful day without a care in the world, it seemed that everything just got looked after. The food was wonderful, we had so many compliments on it. Thank you so all the staff they really made our special day."

Jeff and Karen  
Wedding

"The food and service was "great" Conexus Arts Centre was feeding a cold and hungry group and there was plenty of food and positive comments. Your team were efficient and polite. It was a pleasure to have everything taken care of so well that I could also relax and enjoy the evening."

M. Harper  
CANMAS Dinner  
August 29, 2010

"I just wanted to say a big thank you to you and your staff for making our grad so special."

Linda Osborne  
Sheldon High School Graduation

"SRC day in Regina went extremely well. People reported back that they loved the venue, the menu was the best they have had, and we have to pass on congratulations to the chef for not only the great food, but also, the fabulous work on the ice sculpture he made for us. We just loved it! Thank you and all of the staff who worked with you on this to help make this event flawless."

Tangy Epp  
SRC

"I wanted to thank you for all your hand work. My teammates and I had an excellent time and really appreciate the chance to be together again. As a side note, the staff at the Centre was beyond excellent—very friendly and helpful. They even made a special baby plate for Darwin's little guy and Darwin didn't even ask them to do that ..... Thanks again..

Jerome Linnel  
Thanking the Saskatchewan Sports Hall of Fame  
Banquet June 2010

## LISTEN TO WHAT OUR PATRONS ARE SAYING

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"Do you folks realize what wonderful people you have working for you? I am 88, a widow, I go on my own wherever it is I take transit. Once you catch on it is great. I attended the Frank Fernandez Concert on September 9th, 2010. From the time I entered the Conexus Arts Centre I was given the red carpet treatment. As I sat and waited for the doors to open—the usher came to me several times and asked if I was ok. Took me to the row I was to sit in as soon as the doors opened.

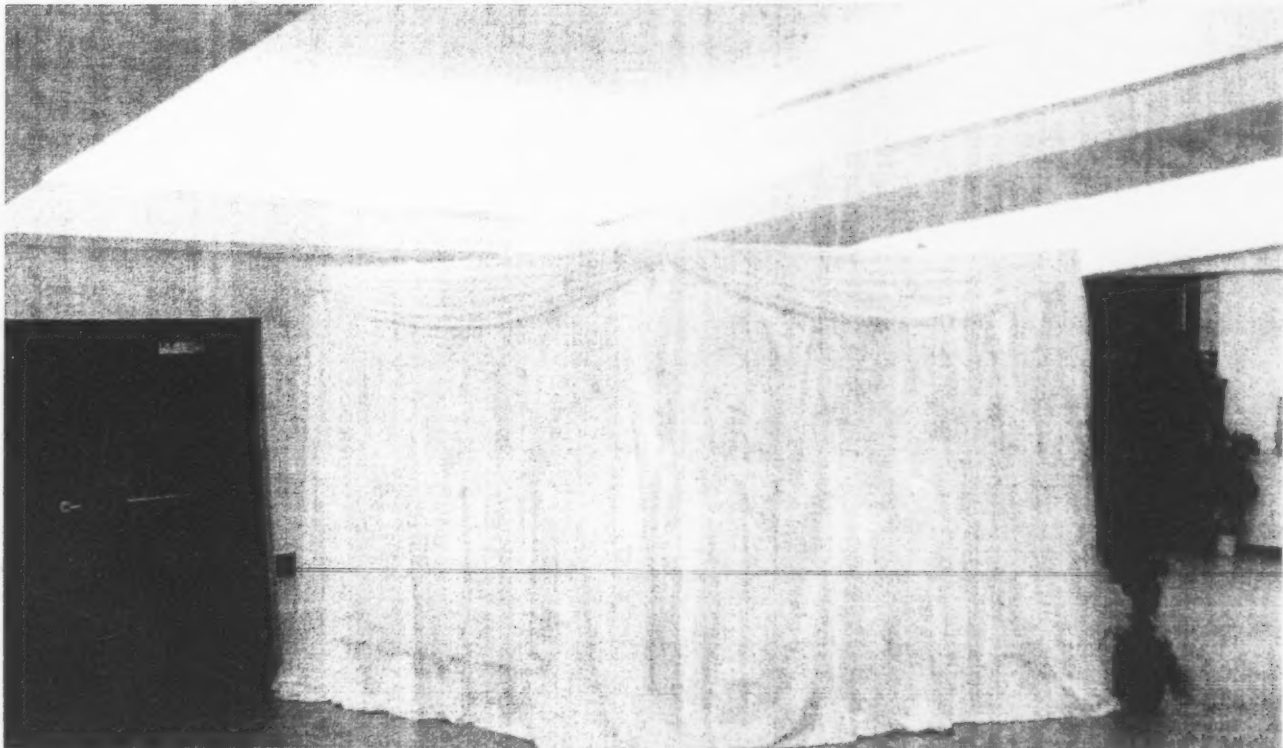
The program was grand. I was so glad that I went. Whatever took place, the young lady at the checkout told me the bus would be one hour—they had been out to the Centre earlier. Well, an hour for me was going to be very late and I sure didn't want to turn into a pumpkin. The young lady at hatcheck talked to the usher. I'm sure she was the young lady who looked after me before. She lives in the area of the city I do. She happy like said that she was on her way home and would drive me. Goodness how many people get an offer like that? It was pouring rain. This woman delivered me to my home.

Please let her know that I don't know her name or where she lives—but tell her and all the people who work there that they made that evening very special. Thanks to you all. "

Rose

"I am extremely happy that Derek and I chose to have our wedding at the Conexus Arts Centre in the Theatre Lobby. The venue was gorgeous and the staff was so easy to work with. The staff stayed on top of all the little details, taking care of my wedding cake which we purchased elsewhere when it was about to fall apart and loading up our wedding gifts at the end of the night. We are really satisfied with the service we received. We were also impressed with the meal, all of our guests were talking about how great it tasted and how much there was. Thanks so much! We had a perfect day! Thanks again.

Jocelyn and Derek  
Wedding



**"What an amazing place to host a  
wedding reception."**

**Tracy and Nathan  
May 2010 Wedding**

# 2011-12 CORPORATE BALANCED STATEMENT AT A GLANCE

Below is a summary of The Conexus Arts Centre 2011-12 Balanced Statement, including its vision, mission, guiding principles and key goals. Our goals articulate the key outcomes that the Conexus Arts Centre seeks to achieve in advancing its vision. The section below provides a detailed overview of our objectives, key actions and performance measures.

## **The Conexus Arts Centre Vision:**

The vision describes the ideal state to which the organization strives:

- Customer Service Excellence
- Progressive business operations and fiscal responsibility
- Support of Cultural Organizations

## **Guiding Principals:**

Integrity: We will be honest, fair and trustworthy in our activities and relationships.

Social Responsibility: We will conduct our operations in a manner that balances revenue and social responsibility

Fiscal Responsibility: We will conduct our operations in a fiscally responsible way.

Accountability: We will be accountable to the Saskatchewan people for our actions, decisions and performance.

Open Communication: We will communicate and consult internally and externally in an open, direct and respectful manner.

Mutual Respect: We will be respectful in our interactions, based on fairness, equity and openness, and diversity. We will value people and their differences.

## **Conexus Arts Centre's Goals:**

**Goal 1: To provide quality facilities and services for entertainment, educational, social, conferences and cultural activities.** Meet the expectations of customers by providing a quality facility and providing exceptional customer service by courteous, knowledgeable staff.

**Goal 2: To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.** That the Conexus Arts Centre operate as "The Town Hall" being accessible and affordable with a focus on local, non-profit organizations.

**Goal 3: To engage in entrepreneurial activities to promote the use of the Centre.** Continually improve our business through entrepreneurial activities promoting the use of the Centre.

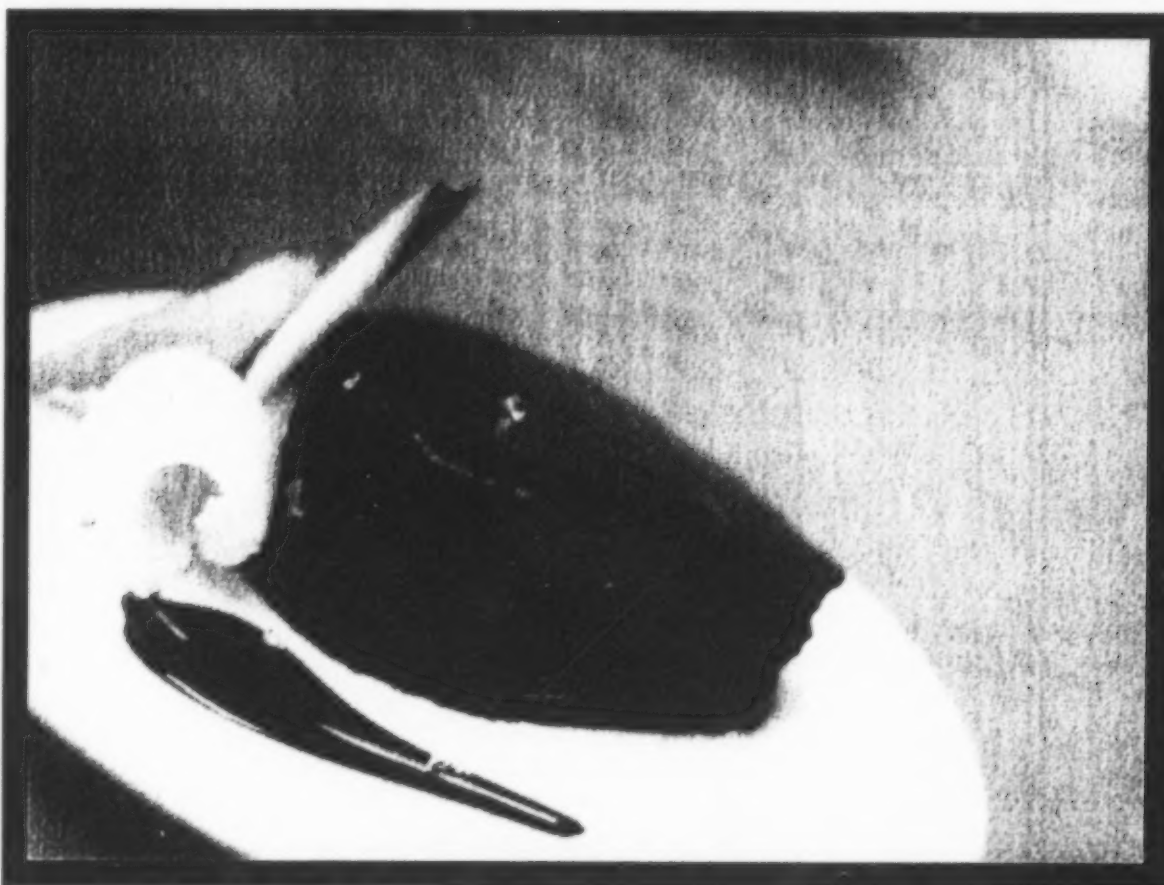
**Goal 4: To develop a positive relationship with government, media, and the public.** Develop a positive relationship based on integrity and industry knowledge.



**Goal 5: To promote arts and educational activities for all ages, with special attention to the youth to ensure continual audience development now and in the future.** Meet the expectations of our customers by providing a variety of arts and educational activities for all ages.

**Goal 6: To provide opportunity for staff development by building a high level of morale and productivity.** Provide a positive and healthy environment for our employees which values diversity and encourages continuous learning and mutual respect.

**Goal 7: To operate in a fiscally responsible manner.** Be fiscally responsible and accountable in support of provincial financial objectives.



*Dessert Served to Colin James, January 22, 2010*

© EJ Katz

# WHERE WE ARE HEADED, WHAT WE INTEND TO DO AND HOW WE WILL MEASURE PROGRESS

The following section of Conexus Arts Centre's Balanced Statement is intended to provide more detailed information about The Conexus Arts Centre's plan for the future and what the Conexus Arts Centre will do to achieve its strategic direction. This section describes in greater detail what the Conexus Arts Centre's objectives are, why they are important, and what the organization intends to do to achieve them by specifying a number of key initiatives. This section also provides information that will help us to determine whether or not we have been successful in meeting the objectives defined by our Plan. In order to do this The Conexus Arts Centre has presented a number of performance measures that provide information about specific outcomes identified in the Balanced Statement.

In 2011-12, The Conexus Arts Centre will continue to refine its strategic direction and report on results. The success of The Conexus Arts Centre's plan depends on the support and skill of its employees, in addition to the support of stakeholders, partners and the public.

## ***1. To provide quality facilities and services for entertainment, educational, social, conferences and cultural activities.***

### **What success looks like:**

- The building is in good repair, clean, with updated equipment.
- "Meets and exceeds" the needs of clients related to: entertainment, educational, social, conference and cultural activities
- Positive feedback from community
- Groups are choosing to use our facilities and services over the others within the geographic area

### Initiatives:

- A. To remain competitive research must be conducted on upgrades which will be required to the facility over the next five years. Required upgrades will be included in the long range capital plan.
- B. To monitor operations including maintenance, security, engineering, front of house, utilities and cleaning and follow outlined procedures for effective management and supervisory procedures for the operations of each area. Plans and procedures to be reviewed annually.
- C. Discussions to be conducted with Wascana and Government Services and elected representatives to discuss the long term infrastructure of the Centre.
- D. Continue to refine the maintenance plan to ensure it remains current and relevant.
- E. Maintain an active OH&S Committee and continue to develop related training programs.
- F. Review and update long range capital plan.
- G. Maintain an active technology committee to ensure the Centre is current with communications technology.
- H. Continue Stage maintenance and refurbishment plan.
- I. Continually evaluate the services and relevant equipment provided to ensure the Centre is meeting and exceeding client expectations.
  - Monitor client questionnaire responses to ensure that the Centre is achieving an overall 90% or better, good to excellent rating by clients. Review at Management meetings and report quarterly to the Board.
  - Review duty Manager event reports at management meetings.
  - Discuss results of post event client follow up calls at management meetings.
  - We will provide client feedback forms on our website to reduce paper as well as allow easier access for clients.
  - We will add a Web based questionnaire and report on the responses.
- J. We will reduce, re-use and recycle and we will advertise this information.
- K. Research possible facility and service enhancements currently available to improve the guest experience at the Centre.
- L. We will ensure a healthy and safe environment for our clients and staff.

## ***2. To contribute positively to the art, entertainment, educational and cultural communities in Saskatchewan.***

### **What success looks like:**

- Community groups find the Centre accessible
- Unsolicited client feedback is positive

- Centre is able to facilitate a wide array of artistic, entertainment, educational and cultural events
- Input from general public is expanded.

#### Initiatives:

- We will survey non-patrons to determine new market needs.
- To support non-profit organizations through sponsorship initiatives and report initiatives at weekly management meetings.
- We will continue to be involved in various community events in Southern Saskatchewan and report involvement as a part of our sales reports.
- We will support as well as create, educational opportunities and continue to develop an on-going program to increase opportunities for students in both urban and rural areas.
- We will continue to develop our social media usage and website to provide information about the Centre, including community events and information and to continue to update information in a timely manner.
- We will distribute our events schedule throughout Saskatchewan through Print Media, facebook, twitter, Web based, email and direct mail.
- We will research opportunities to participate in additional trade shows in 2011-12.
- We will survey our theatre and convention/catering patrons to determine their expectations from the CAC. These surveys will be conducted at least once per quarter in each area.

### ***3. To engage in entrepreneurial activities to promote the use of the Centre.***

#### **What success looks like:**

- Centre is able to present numerous events as a result of establishing effective partnerships/arrangements
- Centre is able to provide new events that fulfill identified gaps within the community  
e.g. Bridal Tradeshows, Large Funerals, various Tradeshows.

#### Initiatives:

- Expand our audiences and activities by encouraging organizations to use the Centre through various Marketing and P.R. activities. We will use our outdoor electronic billboard to promote shows, events and services including events held elsewhere in the park.
- To actively encourage our promoters to continue making the CAC their preferred choice for facilities in Regina. We will pursue business from new promoters/agents and continue to identify opportunities for co-promotion. We will report on opportunities at management meetings.
- Recognizing the importance of community involvement all Management and Staff are encouraged to be involved in the community, through community organizations. The CAC management and Client Services staff will be required to be involved in at least one outside community organization and report involvement to the management team.
- We will research and record events held elsewhere including sharing reader boards, attending events at other facilities to compare location, décor, food quality and service and research pricing and services of our competition.
- We will target a minimum of 10 events currently held elsewhere to entice them to use our facility for their event. Results will be recorded in the sales reports.
- We will review the opportunity to provide a Tim Horton's at the Centre.
- We will develop a minimum of two new promotional opportunities targeted to increasing revenue during our slow times.
- We will work with various businesses and organizations to present trade-shows.
- We will explore opportunities to meet needs of various demographics including events that grasp the 22-35 year olds with late night events (i.e. starting at 11:00 p.m.) capture a different experience and "30 somethings".
- Work with patrons on sponsorship and promotional opportunities.
- We will continue to review opportunities to place long term advertising in various locations throughout the community and present recommendations at management meetings.
- We will report quarterly to the Board the results of the programming plan which contracts and presents events in collaboration with promoters, producers, and sponsors.
- We will develop a sales and marketing plan for 2010-11 including a marketing campaign specific for community relations and report quarterly to the Board.
- We will develop the Annual Report to focus on the critical aspects of performance and to ensure that the information is presented in a manner that is understandable to all interested entities as required by tabling deadlines.

### ***4. To develop a positive relationship with government, media and the public.***

**What success looks like:**

- Government sees Centre as a vital asset which translates to increase support and funding
- Increased awareness and support of the activities of the Centre in the media
- Venue of choice for quality arts and entertainment events
- Community recognizes the Centre as a town hall...a gathering place accessible for all.

Initiatives:

- A. We will articulate the intention of the Conexus Arts Centre to be prominent in and accessible to the community and will market our vision.
- B. We will assess the needs of the community, respond by facilitating programming and report findings each quarter.
- C. We will continue to review and improve direct communications with the community and government through social media, on-line newsletters web-site and direct communication.
- D. We will raise awareness of activities in the media, enhance use of social media.
- E. We will continue to update service-training strategies that support the service vision for staff and customers to ensure customer service excellence.
- F. We will promote our service vision to staff, clients and all stakeholders.
- G. We will work with our partners to implement reciprocal marketing plans.
- H. We will conduct an annual review and up-date the publicity and promotions plan designed to enhance the Centre's profile in the community and ensuring that a consistently high awareness level is maintained with the public. We will report quarterly to the Board.
- I. We will continue to develop contacts with potential media partners.
- J. We will ensure that the Centre takes advantage of every opportunity to gain profile and recognition for assisting organizations within the community.
- K. We will identify opportunities to communicate to government, clients and the public, the significance of our role in the community and present these opportunities at the management meetings.
- L. We will work closely with all levels of government to solicit support for maintaining the short and long term needs of the facility.
- M. We will continue to work with the Capital Commission and define the Centre's position within the Commission.

***5. To promote arts and educational activities for all ages, with special attention to the youth to ensure continual audience development now and in the future.***

**What success looks like:**

- Youth are involved in Centre activities.
- Youth are accessing the Centre and coming to events.

Initiatives:

- A. We will work with youth to promote the arts.
- B. Ensure the Centre continues to provide Family and Youth events.
- C. We will provide Club Connect allowing youth to access information on youth specific shows and events and providing special offers and contesting.
- D. We will work with the Inner City Youth groups to contribute to our community.
- E. Address rising multicultural needs and explore expanding services to meet these needs.

***6. To provide opportunity for staff development by building a high level of morale and productivity.***

**What success looks like:**

- Staff are choosing to stay with our organization-(staff retention)
- The Centre is able to attract new staff to the organization.

Initiatives:

- A. Provide for a continuous flow of ideas and communications among Board, Management and Staff.
- B. Schedule and hold regular management meetings.

- C. Monitor departmental and Organizational structures to ensure maximum efficiencies.
- D. Maintain up-to-date task analysis and job descriptions - annually.
- E. Maintain an up-to-date personnel policy book. Ensure all policies are current and continue to be effective.
- F. Ensure that key policies are reviewed by all new staff and continue to post policies in the CAC staff newsletter.
- G. Enhance the efficiency of internal business operations using state of the art technology by upgrading software and equipment as required.
- H. Continue to research Box Office Ticketing options.
- I. Through the Pay Equity Maintenance Committee review and evaluate all Centre positions when major changes to their responsibilities are implemented and evaluate any new positions.
- J. Review and implement incentives and reward systems as necessary.
- K. Promote professional/staff development. Maintain relationship with staff that allows and promotes discussion regarding the development of staff as well as the services they provide. Provide staff with resources, and ongoing training to facilitate the effective and efficient achievement of quality service performance goals.
- L. Promote the Conexus Arts Centre as a preferred place of employment. Promote the Centre's success in diversity.
- M. Monitor Benefits Package to ensure our programs are competitive and our rates are effective.
- N. Complete negotiations with in-house unions in a timely fashion.

## ***7. To operate in a fiscally responsible manner.***

### **What success looks like:**

- We have adequate funds to offset current inflationary pressures
- Adequate funds are secured to advance the strategic goals of the Centre and to promote new initiatives

### **Initiatives:**

- A. Ensure stringent fiscal controls through competent administration and finance committee review procedures.
- B. Coordinate minimum of six board meetings per year including an annual board retreat.
- C. Continue to refine board reporting to relate directly to Policy governance.
- D. Maintain spot inventory program.
- E. Centre management to evaluate and approve all expenditures to ensure the best value is being received for money spent. Ensure proper tendering practices are followed where applicable.
- F. Budget for long term equipment needs of the Centre in order to provide quality services to clients. Review and prepare five year capital plan.
- G. Monitor operations in the food and beverage departments to ensure product costs and percentage margins are within budgeted parameters.
- H. Maintain staff scheduling plan in order to minimize overtime cost.
- I. Client Services will review the pricing policies of other facilities (for both theatre and convention) and present them bi-annually to the management team
- J. Prepare annual budget.
- K. Review investment options.
- L. Maintain GL Fixed Asset Lists with physical asset inventory records.
- M. Review and up-date box office service contracts.
- N. Review payroll process and reporting options to ensure maximum efficiencies.
- O. Ensure quarterly statements are available in a timely manner.
- P. Produce annual report per Provincial Audit recommendations as per tabling deadline requirements.
- Q. Provide financial information to board as requested.
- R. Develop and implement a corporate sponsorship program.



## **WHERE TO OBTAIN ADDITIONAL INFORMATION**

**If you have any questions or comments about The Conexus Arts Centre  
Balanced Statement, or if you have specific questions about the programs  
and services provided by The Conexus Arts Centre please contact:**

**The Conexus Arts Centre  
200A Lakeshore Drive  
Regina, Saskatchewan  
S4S 7L3**

**[www.conexusartscentre.ca](http://www.conexusartscentre.ca)**

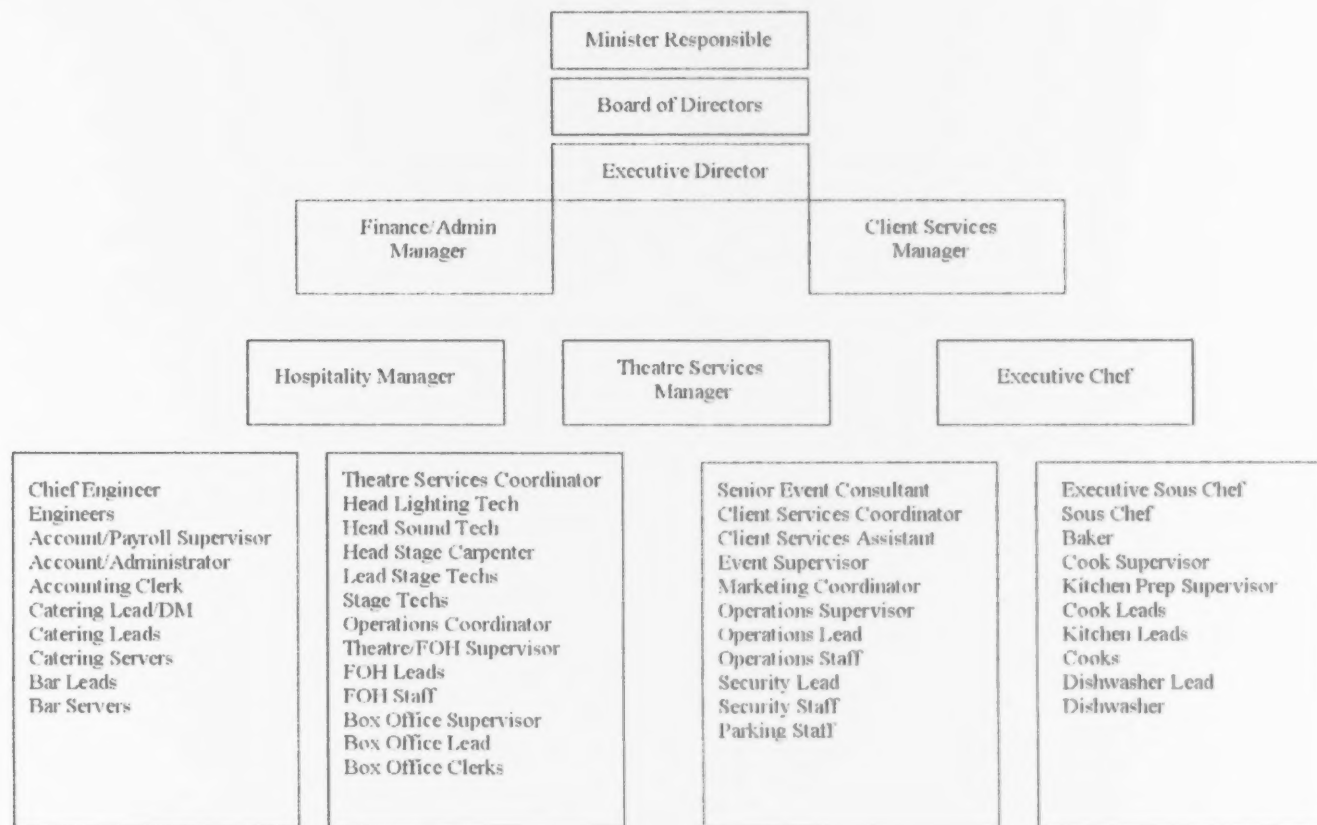
**Email: [cac.admin@conexusartscentre.ca](mailto:cac.admin@conexusartscentre.ca) or  
[client.services@conexusartscentre.ca](mailto:client.services@conexusartscentre.ca)**

**Phone: (306) 565-4500**

**Fax: (306) 565-3274**

## APPENDIX A

### Conexus Arts Centre Organizational Structure



## **APPENDIX B**

# **Summary of The Conexus Arts Centre's Partners and Stakeholders**

<b>Non-Profit Clubs and Organizations:</b>	This group consists of ethnic associations, service clubs, sporting clubs, dance schools and others.
<b>International Association of Theatrical And Stage Employees (IATSE):</b>	All theatrical aspects of the Centre are done through members of this union.
<b>Retail Wholesale and Department Store Union (RWDSU):</b>	The majority of our service employees at the Conexus Arts Centre are members of this union.
<b>Ministry of Government Services:</b>	The Ministry of Government Services is the owner and a key stakeholder of The Conexus Arts Centre.
<b>Conexus Credit Union:</b>	As our major sponsor Conexus Credit Union and The Conexus Arts Centre are dedicated to working together to facilitate programming to promote arts and culture in Regina.
<b>Canadian Restaurant and Foodservices Association (CRFA) (Saskatchewan Division):</b>	The CRFA has approximately 600 members in Saskatchewan.
<b>Tourism Saskatchewan:</b>	Tourism Saskatchewan promotes tourism throughout Saskatchewan
<b>Saskatchewan Tourism Education Council:</b>	Saskatchewan Tourism Education Council (STEC) provides training and certification for the tourism and hospitality industry.
<b>Regina Regional Opportunities Council:</b>	RROC promotes tourism and conferences in Regina
<b>Canadian Federation of Chefs and Cooks:</b>	National organization governing Chefs and Cooks
<b>Society of Composers, Authors and Music Publishers of Canada:</b>	Society of Composers, Authors and Music Publishers of Canada (SOCAN) ensures copyright laws are adhered to.

# The Conexus Arts Centre Management Report—March 2011

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## The Conexus Arts Centre—Management Report—March 2011

The management of the Conexus Arts Centre is responsible for the integrity of the accompanying financial statements and all other information in this Annual Report. It is the responsibility of management to prepare financial statements in accordance with generally accepted accounting principles in Canada.

The accounting systems used by the Centre include an appropriate system of internal controls to provide reasonable assurance that:

- Transactions are authorized.
- The Centre's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information.
- The accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.
- The Centre has complied with authorities.
- And that the Centre operate in a fiscally responsible manner.

Management is responsible for providing reasonable assurance to the Board that the Board's financial information satisfies standards of validity and reliability. The Board reviews financial information prepared by management and discusses relevant matters with management. The Board of Director exercises this responsibility through the Audit Committee, which is composed of Directors who are not employees of the corporation. The Audit Committee meets with management on a regular basis.

The Provincial Auditor of Saskatchewan has audited the Centre's financial statements in accordance with Canadian generally accepted auditing standards. A copy of the Provincial Auditor's opinions on the financial statements is enclosed.

The financial statements have been examined and approved by the Board.

  
Jim McCrum  
Executive Director  
June 2011

  
Pat Beanland  
Manager, Finance and Administration

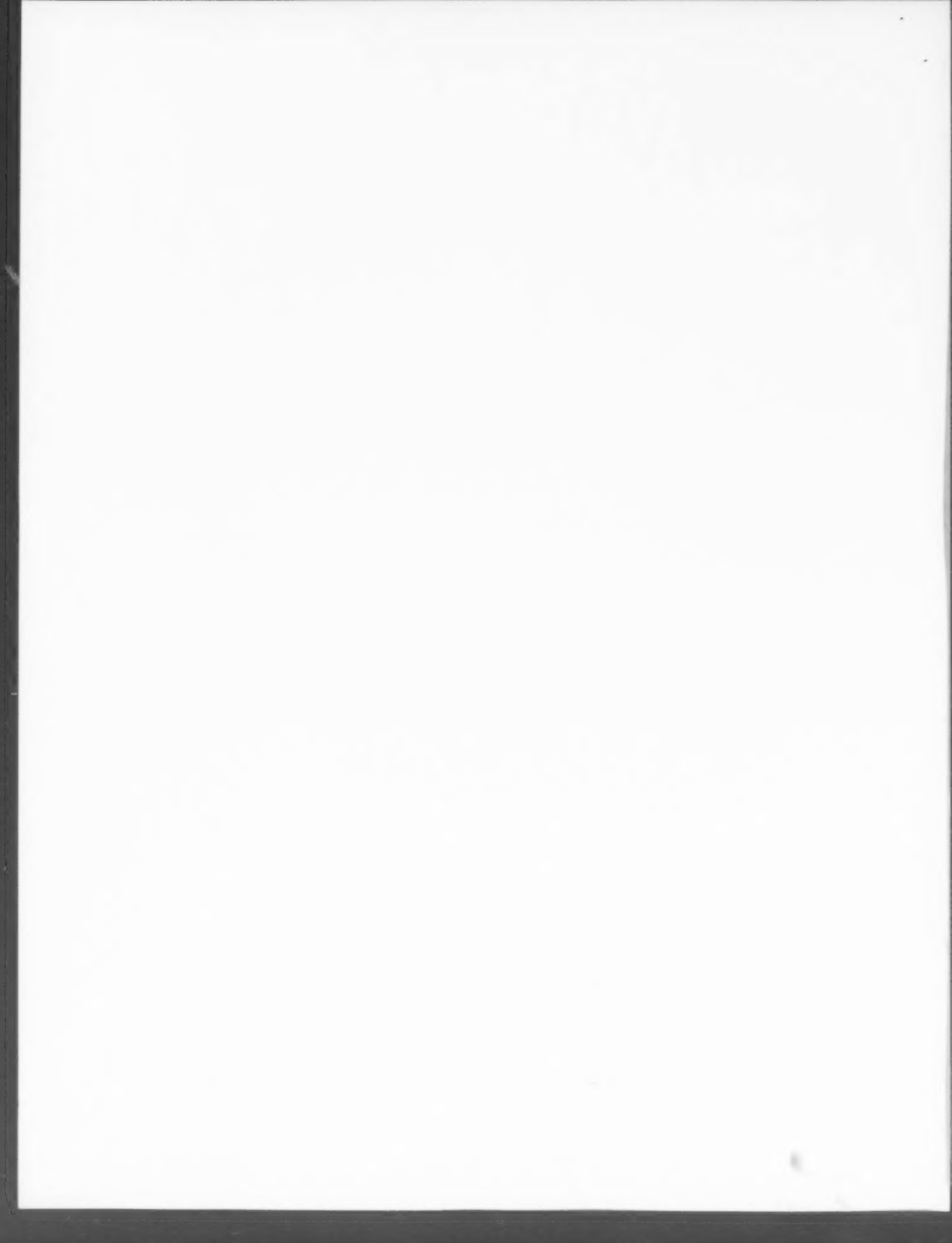




**SASKATCHEWAN CENTRE OF THE ARTS**

**FINANCIAL STATEMENTS**

**For the Year Ended March 31, 2011**





SASKATCHEWAN

## Provincial Auditor Saskatchewan

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### INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Saskatchewan Centre of the Arts, which comprise the Statement of Financial Position as at March 31, 2011, and the Statements of Operations and Changes in Fund Balances and Cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with generally accepted accounting principles for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Saskatchewan Centre of the Arts as at March 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan  
June 29, 2011

Bonnie Lysyk, MBA, CA  
Provincial Auditor

## Statement 1

**SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)**  
**STATEMENT OF FINANCIAL POSITION**  
**As at March 31**

	2011			2010	
	Operating Fund	Impresario Fund	Campaign Fund	Total	Total
<b>ASSETS</b>					
Current:					
Cash and cash equivalents	\$ -	\$ 988,647	\$ 1,478,068	\$ 2,466,715	\$ 1,604,639
Accounts receivable (Note 3)	376,069	-	-	376,069	555,933
Inventory	<u>96,136</u>	-	-	<u>96,136</u>	<u>88,301</u>
	472,205	988,647	1,478,068	2,938,920	2,248,873
Property, plant and equipment (Note 4)	<u>168,586</u>	-	<u>301,309</u>	<u>469,895</u>	<u>489,519</u>
Total Assets	<u>\$ 640,791</u>	<u>\$ 988,647</u>	<u>\$ 1,779,377</u>	<u>\$ 3,408,815</u>	<u>\$ 2,738,392</u>
<b>LIABILITIES AND NET ASSETS</b>					
Current:					
Due to (from) other funds (Note 8)	\$ 520,085	\$ -	\$ (520,085)	\$ -	\$ -
Accounts payable and accrued charges	667,286	-	-	667,286	802,083
Advance sales and deposits	<u>1,301,693</u>	-	-	<u>1,301,693</u>	<u>646,164</u>
	<u>2,489,064</u>	-	<u>(520,085)</u>	<u>1,968,979</u>	<u>1,448,247</u>
Fund balances:					
Invested in property, plant and equipment	168,586	-	301,309	469,895	489,519
Externally restricted (Note 9)	-	-	1,998,153	1,998,153	1,936,820
Internally restricted (Note 10)	-	988,647	-	988,647	836,432
Unrestricted	<u>(2,016,859)</u>	-	-	<u>(2,016,859)</u>	<u>(1,972,626)</u>
Total Fund balances (Statement 2)	<u>(1,848,273)</u>	<u>988,647</u>	<u>2,299,462</u>	<u>1,439,836</u>	<u>1,290,145</u>
Total Liabilities and Fund Balances	<u>\$ 640,791</u>	<u>\$ 988,647</u>	<u>\$ 1,779,377</u>	<u>\$ 3,408,815</u>	<u>\$ 2,738,392</u>

(see accompanying notes to the financial statements)

## Statement 2

**SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)**  
**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES**  
**For the Year Ended March 31**

	General Funds						Restricted (Note 9)	
	Operating Fund			Impresario Fund		Total	Campaign Fund	
	2011	2010		2011	2010	2011	2010	
	Budget (Note 6)	Actual (Schedule 1)	Actual (Schedule 1)					
Revenues	\$ 4,346,500	\$ 4,757,756	\$ 4,298,910	\$ 159,491	\$ 123,369	\$ 4,917,247	\$ 4,422,279	\$ -
Cost of sales	2,542,866	2,563,143	2,323,440	7,276	53,732	2,570,419	2,377,172	-
Gross profit	1,803,634	2,194,613	1,975,470	152,215	69,637	2,346,828	2,045,107	-
Investment Income	40,000	18,980	23,633	-	-	18,980	23,633	-
Donations	-	-	-	-	-	-	-	61,333
Total Revenues	1,843,634	2,213,593	1,999,103	152,215	69,637	2,365,808	2,068,740	61,333
Expenses:								
Salaries and benefits	1,504,893	1,840,623	1,732,822	-	-	1,840,623	1,732,822	-
Utilities	390,000	407,698	377,367	-	-	407,698	377,367	-
General administration	247,850	246,510	245,435	-	-	246,510	245,435	-
Amortization	146,000	132,412	84,818	-	-	132,412	84,818	96,207
Total Expenses	2,288,743	2,627,243	2,440,442	-	-	2,627,243	2,440,442	96,207
(Deficiency) excess of revenues over expenses before grant	(445,109)	(413,650)	(441,339)	152,215	69,637	(261,435)	(371,702)	(34,874)
Grant from the General Revenue Fund	446,000	446,000	446,000	-	-	446,000	446,000	-
(Deficiency) excess of revenues over expenses	\$ 891	32,350	4,661	152,215	69,637	184,565	74,298	(34,874)
Fund Balances, beginning of year		(1,880,623)	(1,885,284)	836,432	766,795	(1,044,191)	(1,118,489)	2,334,336
Fund Balances, end of year – to Statement 1		\$ (1,848,273)	\$ (1,880,623)	\$ 988,647	\$ 836,432	\$ (859,626)	\$ (1,044,191)	\$ 2,299,462
								\$ 2,334,336

(see accompanying notes to the financial statements)



**SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)**  
**STATEMENT OF CASH FLOWS**  
**For the Year Ended March 31**

	<u>2011</u>	<u>2010</u>
Cash flows from (used in) operating activities:		
Cash receipts from customers	\$ 5,752,641	\$ 4,205,680
Cash paid to suppliers and employees	(5,207,881)	(4,655,460)
Investment income	18,980	23,633
Grant received	<u>446,000</u>	<u>446,000</u>
Cash flows from (used in) operating activities	<u>1,009,740</u>	<u>19,853</u>
Cash flows from (used in) investing activities:		
Purchase of property, plant and equipment	<u>(208,997)</u>	<u>(87,767)</u>
Cash flows from financing activities:		
Donations	<u>61,333</u>	<u>84,652</u>
Net increase (decrease) in cash and cash equivalents	862,076	16,738
Cash and cash equivalents, beginning of year	<u>1,604,639</u>	<u>1,587,901</u>
Cash and cash equivalents, end of year	<u>\$ 2,466,715</u>	<u>\$ 1,604,639</u>

(see accompanying notes to the financial statements)

**SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2011**

**1. Status of Centre**

The Board of the Saskatchewan Centre of the Arts is continued under *The Saskatchewan Centre of the Arts Act, 2000*, to maintain, operate and manage the Saskatchewan Centre of the Arts in Regina. The Act also continued the Saskatchewan Centre of the Arts Fund through which all financial transactions are conducted which relate to accomplishing the purposes of the Act.

Effective January 1, 2006 Conexus Credit Union made a donation to the Saskatchewan Centre of the Arts in return for the naming rights of the building. The Saskatchewan Centre of the Arts building is now commonly called the Conexus Arts Centre.

The ongoing operations of the Saskatchewan Centre of the Arts (Centre) are dependent on funding from the General Revenue Fund.

**2. Significant Accounting Policies**

These financial statements have been prepared using Canadian generally accepted accounting principles for not-for-profit organizations. The Centre follows the restricted fund method of accounting for contributions. The Centre is comprised of three funds: Operating Fund, Impresario Fund, and Campaign Fund. The Operating Fund and Impresario Fund, known as General Funds, do not have external restrictions while the Campaign Fund is subject to external restrictions.

The Operating Fund accounts for the Centre's primary operating activities. This Fund reports unrestricted resources and holds property, plant and equipment (see Note 4).

The Impresario Fund has no external restrictions and is used for supporting and promoting the arts. The Board requires management to seek specific approval of the Board to spend the assets of the Impresario Fund.

The Campaign Fund reports assets (see Note 4), liabilities, revenues and expenses related to the Centre's campaign to raise funds to address replacement of its programming equipment and the rejuvenation of the overall appearance of the Centre. The Campaign Fund reports resources contributed and the use of those resources.

The following accounting policies are considered to be significant:

**a) Revenue Recognition**

For the General Funds, revenue is recognized at the date of the performance and is recorded net of payments to promoters.

Donations externally restricted to the Campaign Fund are recorded as revenue when collection is certain.

b) Grant from the General Revenue Fund

The grant provided by the General Revenue Fund through the Office of the Provincial Capital Commission is recorded in the year received or receivable.

c) Property, plant and equipment

Property, plant and equipment are recorded at cost. Amortization is provided for using the straight-line method over the expected useful life (ranges from 3 to 5 years) of the property, plant and equipment, with a full year's amortization taken in the year of acquisition. The Centre capitalizes property, plant and equipment costing more than \$5,000.

Amortization is recorded in the fund where the related property, plant and equipment reside.

d) Inventory

Inventories of food and liquor are valued at the lower of cost and net realizable value. Cost for food and liquor inventories are determined using the first-in, first-out basis. Other costs such as taxes and transportation are included in the cost of the inventory.

e) Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term deposits of \$1,250,000, with effective interest rate of 1.50%, with a financial institution. The deposit matures on September 21, 2011. The short-term deposits are recorded at cost, which approximates market value.

f) Financial Instruments

The Centre's financial instruments and their classification are as follows:

Financial Instrument	Classification
Cash and cash equivalents	Held-for-trading
Accounts receivable	Loans and receivables
Accounts payable and accrued charges	Other financial liabilities

Held-for-trading financial assets are measured at fair value. Changes in their value are recognized in the Statement of Operations and Changes in Fund Balances.

Loans and receivables and other financial liabilities are measured at amortized cost. Due to their short-term nature, the amortized cost of these instruments approximate fair value.

g) Use of estimates

These statements are prepared in conformity with Canadian generally accepted accounting principles. These principles require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

h) Future Accounting Changes

In September 2010, the Public Sector Accounting Board approved an amendment to the introduction to the Public Sector Accounting Handbook. Effective for fiscal years beginning on or after January 1, 2012, government not for profit organizations are directed to use either the public sector accounting standards or public sector accounting standards for government not for profit organizations. The Centre is currently assessing the appropriateness and potential impact of the change in accounting standards on its financial statements for the year ending March 31, 2012.

3. Financial Risk Management

The Centre's financial instruments are comprised of cash and cash equivalents, accounts receivable, and accounts payable and accrued charges. The carrying value of these financial instruments approximates their fair values as at March 31. The Centre's financial risk relates primarily to credit risk from potential non-payment of accounts receivable. The maximum credit risk to which it is exposed at March 31, 2011 is limited to the carrying value of its accounts receivable. Subsequent to the year-end, a significant amount of accounts receivable have been collected reducing the credit risk. The financial instruments have no significant interest rate risk and liquidity risk.

4. Property, Plant and Equipment

a) Operating Fund

	2011			2010
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Theatre equipment	\$ 325,981	\$ 323,718	\$ 2,263	\$ 7,659
Convention & catering equipment	504,752	417,102	87,650	21,909
Office equipment	104,286	90,036	14,250	22,204
Building equipment	842,648	778,225	64,423	32,436
Bar equipment	134,070	134,070	-	7,795
	<u>\$ 1,911,737</u>	<u>\$ 1,743,151</u>	<u>\$ 168,586</u>	<u>\$ 92,003</u>

b) Campaign Fund

	2011			2010
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Theatre equipment	\$ 685,307	\$ 383,998	\$ 301,309	\$ 351,445
Convention & catering equipment	7,834	7,834	-	-
Building equipment	<u>477,914</u>	<u>477,914</u>	<u>-</u>	<u>46,071</u>
	<u>\$ 1,171,055</u>	<u>\$ 869,746</u>	<u>\$ 301,309</u>	<u>\$ 397,516</u>

5. **Building and Site**

The building and site have been leased by the Ministry of Government Services (GS) to the Centre for an annual rental of one dollar. The fair value of the building and site is not reasonably determinable. The terms of the lease require the Centre to keep the building, and all other property contained therein, in good repair and condition with the provision that any major maintenance, renovations and construction project costing in excess of \$5,000 shall be the responsibility of GS. In addition, GS is responsible for charges by the Wascana Centre for services to the land and building as stipulated under *The Wascana Centre Act*. The current lease agreement expired July 31, 2003. The Centre continues to renegotiate a new lease arrangement. Until a new lease arrangement exists, the terms and conditions of the expired lease continue.

6. **Budget**

These amounts represent the budget approved by the Centre's Board of Directors.

7. **Related Party Transactions**

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Centre by virtue of common control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties"). Also, the Centre is related to non-Crown enterprises that the Government jointly owns or significantly influences.

Routine operating transactions with related parties are recorded at the agreed upon rates and are settled on normal trade terms. The following table summarizes the significant routine related party transactions for the year.



	2011	2010
Accounts receivable	\$ 18,914	\$ 10,605
Accounts payable & accrued charges	89,953	93,494
Revenues:	428,170	442,109
Expenses:		
Utilities	371,705	385,869
Supplies, services and maintenance	21,008	8,565
Salaries and benefits	196,314	265,040

Other transactions and amounts due to and from related parties are described separately in the financial statements and the notes thereto.

The Centre purchases all of its liquor through Saskatchewan Liquor and Gaming Authority. The Centre collected and remitted Liquor Consumption Tax of \$51,681 (2010 - \$46,464) to the Saskatchewan Ministry of Finance. In addition, the Centre pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

#### **8. Due to (from) Other Funds**

Although the Centre maintains records of receipts and payments for each Fund, it does not maintain separate bank accounts for each Fund. The Centre used resources of the Campaign fund and the Impresario Fund to finance activities in the Operating Fund. At March 31, 2011 the Operating Fund owed a total of \$520,085 (2010 - \$1,168,613) to the Campaign Fund. The Operating Fund does not pay interest on these amounts and no formal arrangements, including repayment terms, are in place for these loans.

#### **9. External Restrictions**

In 1996, the Centre launched the Campaign Fund to raise funds to begin to address replacement of its capital assets including programming equipment and rejuvenation of the overall appearance of the Centre. \$1,998,153 (2010 - \$1,936,820) is externally restricted to acquire capital assets and to rejuvenate the overall appearance of the Centre.

Under section 24(7) of *The Saskatchewan Centre of the Arts Act, 2000*, the Board is not bound by the directions of any person making a contribution to a restricted fund but the Board shall consider the directions of the person who makes such a contribution. The Board has agreed to honour the restrictions placed by donors.

#### **10. Internally Restricted Funds**

The Board has restricted the use of \$988,647 (2010 - \$836,432) of the net assets available in the Impresario Fund. Accordingly, these net assets are not available for Operating Fund purposes without the approval of the Board.

**11. Inventories**

Inventories consist of food and liquor. During the year, the Centre had no write-downs of inventory below cost and no reversals of inventories previously written down. As of March 31, 2011, there was no amount of inventory pledged as security.

**12. Capital Disclosures**

The Centre's capital structure mainly consists of its fund balances. A description of the Centre's funds are described in Note 2. The Centre's management has the objective of managing its capital to provide facilities, programs and services for entertaining, educational and cultural activities to the people of Saskatchewan. The Centre's Board determines the use of the Centre's unrestricted fund balance. A description of the Centre's restricted fund balances are described in Notes 9 and 10. During the year, the Centre has complied with the external restrictions on its fund balances.

## Schedule 1

**SASKATCHEWAN CENTRE OF THE ARTS (CONEXUS ARTS CENTRE)**  
**SCHEDULE OF REVENUE AND COST OF SALES FOR THE OPERATING FUND**  
**For the Year Ended March 31**

	2011		2010
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>
	(Note 6)		
Revenue:			
Catering	\$ 1,614,000	\$ 1,761,504	\$ 1,651,873
Refreshment bar	550,000	602,095	558,201
Rentals	765,500	817,115	752,998
Commissions	172,000	179,975	145,236
Coat Check	30,000	23,891	29,416
Car Park	13,000	17,035	18,237
Sundry	30,000	42,741	25,867
Office Rental	46,000	48,267	53,387
Service Charges	<u>1,126,000</u>	<u>1,265,133</u>	<u>1,063,695</u>
Total revenues	<u>4,346,500</u>	<u>4,757,756</u>	<u>4,298,910</u>
Cost of Sales:			
Food and beverages	640,625	629,084	619,112
Salaries and benefits	1,541,941	1,427,211	1,225,904
Supplies, services, and maintenance	260,800	357,330	340,034
Other	<u>99,500</u>	<u>149,518</u>	<u>138,390</u>
Total cost of sales	<u>2,542,866</u>	<u>2,563,143</u>	<u>2,323,440</u>
Gross Profit	<u>\$ 1,803,634</u>	<u>\$ 2,194,613</u>	<u>\$ 1,975,470</u>

